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ABSTRACT

Up-to-date information on Canadian and U.S. baccalaureate, master's, nontraditional, and doctoral programs in health services administration is presented. After an introduction to the field, information about accreditation for health services administration programs is provided. For U.S. and Canadian baccalaureate and master's programs, each entry includes the name and address of the program, program goals, and information on admission requirements, application procedures, financial assistance, program length, number of students enrolled, placement activities, and estimated first-year expenses for the 1982-1983 school year. Similar information is provided for doctoral-level programs. Program listings for nontraditional (off-campus, external degree) programs cover program descriptions, admission and degree requirements, credit for experiential and/or prior learning, and contact persons. Supplemental information includes the following: new entrants and degrees granted by health services administration and related educational programs; full-time faculty; and professional society membership for health services administrators. Lists of overseas programs in this field, and listings of U.S. and Canadian programs alphabetically by province and state are provided. (SW)

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HEALTH SERVICES ADMINISTRATION EDUCATION
1983 • 85

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This directory contains the Official List of Accredited Master's Programs in Health Services Administration in Canada and the United States and incorporates the International Directory of Graduate and Undergraduate Programs and Centers for Advanced Study in Health Administration. This information is updated periodically and is available from the above address.

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FOREWORD

The availability, quality, and cost of personal health services are matters of great public and political interest in Canada and the United States. Many individuals have access to some of the world's best personal health services, but at the same time many others do not. The cost of health services is rising at a faster pace than other segments of the economy. Until recently, there was an assumption that more health resources was the answer to the problems of access and cost and even to improving the quality (and appropriateness) of services.

Local health departments were the first approach to solving such problems in the thirties. Then in the forties and fifties, the focus was on providing hospitals to every substantial community. For the past decade, policy was aimed at producing more health professionals. It was assumed that more doctors, in particular, would provide care in places and in specialties where service was in short supply. While each of these efforts reduced some problems, the provision of appropriate, high quality health care available to everyone at a reasonable cost continues to be elusive.

There is now wide agreement that the health delivery system must pay more attention to management. Available resources must be used in a more effective manner. There is a vital role to be played by professional health services administrators in planning, organizing, and evaluating health services. A new profession, health services administration, has emerged to fill this need. It is distinct from public health and from general management—but it is the product of both, as well as other disciplines.

Health administration is one of the most exciting careers in modern society. It offers the opportunity to impact directly upon the quality of people's lives, both by improving personal health services and by creating the best possible working environments for doctors, nurses, and others who provide the services to the public.

This field needs highly motivated and talented people if the public is to be well served. If that describes you, this book is your key to a significant future.

The Association of University Programs in Health Administration (AUPHA), an international consortium of 153 programs in health administration in 144 colleges and universities, and the Johnson and Johnson family of hospital companies have worked together with many universities to make complete and up-to-date information available. The member universities appreciate the support of Johnson and Johnson for the development of this publication which will contribute to improved personal health services by encouraging the best and brightest to become health services administrators.

Gary Filerman

GARY L. FILERMAN, Ph.D.
President, AUPHA

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ABOUT THIS DIRECTORY

This directory is designed to provide the reader with complete, up-to-date information on Canadian and U.S. baccalaureate, master's, non-traditional, and doctoral programs in health services administration.

The information was provided at the request of the Association of University Programs in Health Administration (AUPHA) by its member programs. The material has been edited by AUPHA staff, who have made every possible effort to assure its accuracy and timeliness. Except where noted, the data and estimates were up-to-date as of September 1982. However, all information contained herein, especially figures on tuition and expenses, is subject to change, and nothing included in this edition will be binding upon any of the health services administration programs listed. For the most current and complete information on costs, official policies, procedures and other matters, applicants should contact the individual institutions.

All U.S. educational programs are subject to the requirements of federal and state laws prohibiting discrimination on the basis of race, color, religion, national origin, physical handicap, and sex. Those laws include Title VI of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972, and the Vocational Rehabilitation Act of 1973. All Canadian programs are subject to the requirements of federal law and provincial statutes. One such federal statute, C-25, is, in essence, a code of human rights and provides for freedom of information in regard to federal ministries and departments. Universities in Canada are governed by provincial law and cannot discriminate on the basis of race, creed, color, citizenship, national origin, age, political or religious affiliation, sex, and marital status.

SUMMARY OF MAJOR SECTIONS

- **Introduction to Health Services Administration** (Section I, p. 5) provides an overview of career opportunities in the profession, comments on the nature of education in health services administration, and offers suggestions on how to identify the educational program that best meets your needs.
- **Accreditation and Health Services Administration Education** (Section II, p. 15). Basic information about accreditation for health services administration programs is contained in this section. Information including the official list of master's programs accredited by the Accrediting Commission on Education for Health Services Administration (ACEHSA), and a compilation of all accreditation pertinent to master's degree health services administration programs is presented.
- **Baccalaureate Programs in Health Services Administration** (Section III, p. 27) covers Canadian and U.S. undergraduate programs. Each entry includes the name and address of the program, program goals, and information on admissions requirements, application procedures, financial assistance, program length, number of students enrolled, and placement activities. Also included are estimated expenses for the 1982–83 school year.
- **Master's Programs in Health Services Administration** (Section IV, p. 93) covers Canadian and U.S. master's programs. Each entry includes the name and address of the program, program goals, and information on admissions requirements, application procedures, financial assistance, program length, number of students enrolled, and placement activities. Also included are estimated expenses for the 1982–83 school year.
- **Non-Traditional (Off-Campus, External Degree) Programs** (Section V, p. 241) provides information for baccalaureate and master's level programs which are geared to the practicing professional. Featured in this section are detailed program listings including: program description, degree requirements/learning mechanism description, admission requirements and selection process, credit for experiential and/or prior learning discussion and contact persons.

- **Doctoral Programs in Health Services Administration** (Section VI, p. 265) contains an inventory of universities and colleges offering doctoral education. Included in the program descriptions are discussion of: curriculum content, admission requirements and selection process, financial aid information and contact persons.
- **New Entrants and Degrees Granted at Baccalaureate Health Services Administration and Related Educational Programs** (p. 305). This section provides supplemental information on undergraduate education in health services administration. Data are displayed on new entrants and degrees granted during the academic year 1980–81.
- **Number of Students Enrolled and Master's Degrees Granted by Health Services Administration and Related Educational Programs** (p. 307) provides supplemental information on health services administration students in master's and related educational programs. This section summarizes data on students in the first and second course work year and field placement and students granted master's degrees at each program as of June 30, 1981. The type of master's degree(s) awarded at each program is also summarized.
- **Full-Time Faculty at Baccalaureate Health Services Administration and Related Educational Programs** (p. 311) contains the name, degree, title, and specialty of faculty members at each undergraduate program.
- **Full-Time Faculty at Master's Health Services Administration and Related Educational Programs** (p. 315) contains the name, degree, title, and specialty of faculty members at each graduate program.
- **Summary of Professional Society Membership for Health Services Administrators** (p. 329) illustrates the major organizations offering personal memberships to the field. A brief description of each organization and a discussion of primary functions and services are presented.
- **Health Services Administration Programs and Centers for Advanced Study Located Outside of North America** (p. 337) lists countries alphabetically within geographic areas having health services administration programs and centers for advanced study.
- **Index of Baccalaureate Health Services Administration and Related Educational Programs** (p. 343) in Canada and the U.S. is presented alphabetically by province and state respectively.
- **Index of Master's Health Services Administration and Related Educational Programs** (p. 345) in Canada and the U.S. is presented alphabetically by province and state respectively.
- **Index of Non-Traditional (Off-Campus, External Degree) Programs** (p. 349) for baccalaureate and master's programs is presented alphabetically by state for U.S. programs.
- **Index of Doctoral Programs in Health Services Administration** (p. 351) in Canada and the U.S. is presented alphabetically by province and state respectively.

BACCALAUREATE AND MASTER'S INDIVIDUAL PROGRAM DESCRIPTIONS

Each AUPHA member baccalaureate (Section III) and master's (Section IV) program entry contains the following information:

Program Title and Address for Inquiries. The first two headings that appear on all entries are the program's address and the address to which inquiries may be sent. Pertinent information such as the director's name, department in which the program is located, street address, and telephone number is also listed.

Program Information. Within this section, a brief history and description of the program are presented. The program location within the institution and how this affects the educational objectives and philosophy are also described.

Curriculum Description. Included in this section is a brief statement of the program's various educational tracks or degrees offered. Other pertinent information may include the percentage of curriculum represented by basic core courses, how and when the field experience is introduced, availability of electives, and the like. Since this is only an abstract, individuals are encouraged to write for information outlining the program curriculum in greater detail.

Admission Procedures and Requirements. Certain undergraduate credits, such as economics, statistics, or accounting are prerequisites for some graduate programs. Most programs require an admission test. Admission test scores on the Graduate Record Examination (GRE), Graduate Management Admission Test (GMAT), or Miller Analogies Test (MAT) are frequently requested.

Opportunities for Financing Education. A wide variety of traineeships, research assistantships, scholarships, and loans is available. However, programs normally do not make financial assistance available until a student is granted admission.

Opportunities After Graduation. This section describes the program's procedures for helping graduates obtain employment. Alumni, placement services, and faculty are the most frequently mentioned resources.

Student Information. The data in this section were collected for academic year 1981–82. For each type of degree awarded by the program, basic information is presented. The typical length of the program (in months) is partitioned between the amount of time spent in didactic and field experience activities. Other information includes the number of full- and part-time students, enrolled female and minority students, and the percentage of applications accepted for the 1981–82 academic year.

Estimated First-Year Class Expenses, 1982–83. Estimated first-year tuition figures are for the academic year (unless otherwise specified). The words resident and non-resident are used by state universities that charge out-of-state residents a larger tuition fee than state residents. This section also gives the estimated minimum university room and board expenses and estimated annual costs for books, supplies, and student fees. Again, the figures provided are only estimated and are subject to change. Individuals are encouraged to request actual expenses from programs of their choice at the time of or prior to filing application.

Application and Acceptance Information. This section includes information important to keep in mind when applying for admission: the earliest and latest dates for filing applications, acceptance fees, earliest and latest decision notice dates, maximum applicant's response time after acceptance notification, and the deposit required to hold a place in the class.

NON-TRADITIONAL (OFF-CAMPUS, EXTERNAL DEGREE) PROGRAM DESCRIPTIONS

Each AUPHA member baccalaureate and master's program offering non-traditional (off-campus, external degree) programs has submitted detailed information printed in Section V which includes the following:

Program Title and Address for Inquiries. The first heading that appears on all entries is the program's address and the address to which inquiries may be sent. Pertinent information such as the director's name, department in which the program is located, street address, and telephone number is also listed.

Program Information. This section includes information regarding program objectives, curriculum content, program philosophy, the relationship with other programs within the institution, and typical length of time necessary to complete the program.

Degree Requirements/Learning Mechanism Description. This section describes what is non-traditional about the course of study (e.g., how the learning experience is delivered).

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The required number of semester or quarter hours, required time on campus, and requirements for: core courses, specified types of elective courses, comprehensive examination, thesis or major paper, and/or other program requirements are specified.

Admission Procedures and Requirements. Information reported in this section pertains to each program's basic admission criteria, application procedures, and selection process.

Target Population. The typical kind of student for which the program is targeted or the type of student sought by the program is detailed. Discussion of student qualifications not reflected in the admission requirements section above is included.

Credit for Experiential and/or Prior Learning. If students are granted credit for prior experience and/or learning, significant parameters or restrictions (i.e., maximum number of credit hours allowed, type of experience for which credit is granted, etc.) are discussed in this section.

DOCTORAL PROGRAMS IN HEALTH SERVICES ADMINISTRATION

Information on doctoral education in health services administration education is presented in Section VI. Each program entry includes the following information categories:

Program Title and Address for Inquiries. The first heading that appears on all entries is the program's address and the address to which inquiries may be sent. Pertinent information such as the director's name, department in which the program is located, street address, and telephone number is also listed.

Program Information. This section includes specific information where applicable regarding: program objectives, curriculum description, typical length of program study, discussion of program in relation to others within the university structure, and type of degree(s) granted.

Admission Procedures and Requirements. Information reported in this section pertains to each program's basic admission criteria, application procedures, and selection process.

Financial Aid. The focus of this section is on the opportunities available for financing students' education within the university (i.e., research and teaching assistantships, work-study, etc.), the program's financial aid policy, and other opportunities for student employment.

I. INTRODUCTION TO HEALTH SERVICES ADMINISTRATION

Perhaps the single greatest challenge facing health professions today is the coordination of expensive facilities, personnel, and specialized equipment so that the system serves the health needs of people in the best possible way. Because of its complexity, health services administration has been called the most difficult management assignment in modern society. It takes special administrative skills to guarantee effective delivery of health care services. Only highly specialized training can prepare a person adequately for such responsibility.

Career Opportunities

The number and types of health care delivery systems and institutional settings and the wide variety of patient/client populations served make for diverse employment possibilities. Hospitals of all kinds, rehabilitation centers, ambulatory health care centers, health maintenance organizations, and nursing homes all use professional health services administrators in various capacities. The expertise of health services administrators is also needed, for example, in the business world, in private health insurance firms, and in research programs that design, implement, and evaluate health programs. Many health services administrators are busy in colleges and universities throughout the country instructing their counterparts and conducting research. Positions in government service—local, national, and international—require people trained in health statistics, health services research, health planning program evaluation, and program planning.

The following biographical sketches[1] demonstrate a few of the career possibilities for professional health services administrators. The names are fictitious, but the positions and people described are real.

ROSEMARY BAKER

PRESENT POSITION: Executive Assistant at a Pre-paid Group Health Plan

DEGREES: Bachelor of Arts in History and Literature (B.A.)
Master of Public Health Service Administration (M.P.H.)

AGE: 25

After receiving her undergraduate degree, Rosemary decided to take a job in the "real world" before deciding about career plans or graduate school. She obtained a position in the computer science lab of a large teaching hospital, and this experience sparked her interest in a career in health organization. After two years, Rosemary decided to enter a graduate program.

With the completion of the master's program, she joined the newly created research department of a large consumer sponsored pre-paid group health plan, where it soon became evident that their research efforts were hindered by a lack of systematic and accurate data. With the approval of the plan's administrators, she developed a standard form for data collection and was given the responsibility for its implementation and administration.

Rosemary's position has expanded to include the planning and implementation of a personal physician program and an interim medical care data system. Her position with the plan is loosely defined and enables her to see a project through from start to finish, which she finds rewarding.

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[1] Extracted from *Exploring Careers in Hospital and Health Administration* (DHEW Publication No. HRA 76-41). Prepared by AUPHA for the Division of Associated Health Professions, Health Resources Administration, Bureau of Health Manpower, under Contract NO1-MB-44175.

MIKE SMITH

PRESENT POSITION: Associate Director of the Nursing Home Division of an Upstate New York County Health Department and Administrator of One of the County's Homes.

DEGREES: Associate of Arts in Liberal Arts and Humanities (A.A.)
Bachelor of Science in Health Service Administration (B.S.)

AGE: 26

Mike's first exposure to the health care field came through a part-time job in high school. The job was in a local hospital and his contacts with administrators there led him to enter an undergraduate health care program.

After completing field work and receiving his degree, Mike served briefly as an assistant administrator at a nursing home. He was then offered his current dual position and has been there for two and a half years. He is associate director for a medium-sized skilled nursing facility and a smaller health-related facility. His duties include the supervision of all personnel, through department supervisors; the compliance with governmental regulations; and responsibility for business management activities. Mike plans to remain in the field of nursing home administration and eventually enter a graduate program in health administration.

JOSÉ GONZALES

PRESENT POSITION: Assistant Hospital Administrator

DEGREES: Bachelor of Science in Social Sciences and Public Administration (B.S.)
Master of Health Administration (M.H.A.)

AGE: 31

José entered the health field as a lab technician in the army. He pursued this vocation in civilian life until entering college. During his undergraduate years he became involved in the planning and development of a clinic to serve the health needs of the local Chicano community. When the clinic opened, he served several years as an assistant administrator. This experience inspired him to work for an advanced degree in the hospital and health care field.

After receiving his master's degree, José became an assistant administrator of a hospital in a pre-paid health plan. His responsibilities include the direct-line supervision of the various hospital departments, providing administrative liaison with several medical staff committees, and coordinating a number of in-house projects.

CHERYL PARKER

PRESENT POSITION: Assistant Hospital Administrator

DEGREES: Bachelor of Arts in Political Science (B.A.)
Master of Public Health in Health Administration (M.P.H.)

AGE: 26

As an undergraduate, Cheryl Parker spent her summer vacations working in a hospital, which led to a career in hospital administration.

While in graduate school, Cheryl taught hospital financial management to medical information science students. A research project on the planning and development of hospital-based skilled nursing facilities brought her into close contact with the nursing and patient care components of the hospital.

Upon graduation, she accepted the newly established position of Administrative Coordinator of Nursing at the hospital where she had served her residency. Cheryl's responsibilities included personnel management in the nursing department; the staffing and scheduling systems in nursing; and the development and control of the budgets for the nursing units. Cheryl also worked jointly with the clinical staff in the planning of new programs such as a six-bed burn center.

After two years, Cheryl was promoted to assistant administrator of the hospital. She is now responsible for the areas of ambulatory care, emergency services, home health care, pharmacy, cardiology, pulmonary medicine, and respiratory therapy.

RON SCHMIDT

PRESENT POSITION: Superintendent of a Psychiatric Hospital

DEGREES: Bachelor of Science in Business Administration (B.S.)
Master of Health/Hospital Administration (M.H.A.)

AGE: 31

When Ron graduated with his B.S., the State Department of Mental Hygiene offered him a three-year training program in mental health administration. The program included a one-year internship within the department followed by a two-year graduate program leading to a master's degree.

While in the graduate program, Ron was paid by the Department of Mental Hygiene and was obligated to remain with the department for at least two years after receiving his degree. He met his obligation at one of the department's hospitals, with responsibility for the business office and various major administrative functions.

After two years, Ron accepted the superintendency of a large state hospital in one of the New England states. He became the first non-psychiatrist to head the institution. Some accomplishments during Ron's period as superintendent include a major administrative reorganization of the hospital; reduction of the number of patients; and the development of an after-care program, in conjunction with community mental health centers, to serve discharged patients. In addition to his regular responsibilities, Ron teaches management and personnel administration at a local university and also serves as a preceptor for administrative residents from a graduate program in mental health administration.

MICHAEL HUME

PRESENT POSITION: Executive Assistant to the Deputy Commissioner of Health

DEGREES: Bachelor of Arts in Economics (B.A.)
Master of Business Administration in Health Administration (M.B.A.)

AGE: 24

Michael Hume works in the health department of one of the nation's largest cities. His position offers an opportunity to become involved with every phase of the city's health programs. He assists in the coordination of monitoring and evaluation activities of the city's health agencies and then summarizes and advises the Commissioner in regard to these programs.

Mike believes that the position he holds will provide the wide range of experience and contacts necessary for success in the field. He plans to round out his experience by becoming involved with the operational aspects of hospital administration.

STEVE JANSEN

PRESENT POSITION: Associate Director of a Regional Health Planning Council

DEGREES: Bachelor of Science in Business Administration (B.S.)
Master of Science in Health (M.S.)

AGE: 25

While working his way through college, Steve served as an ambulance driver and emergency room attendant. As a result of this experience, he applied to a graduate program emphasizing emergency medical care and planning.

Shortly after entering the master's program, he heard about a nearby community where ambulance service had been abandoned. Steve developed a whole new emergency medical service system for this community. He helped obtain a grant to purchase new ambulances and developed and taught a course for emergency technicians. His efforts earned a great deal of publicity and were very much appreciated by the people of the community.

Steve's first position after graduation was as the associate director of a regional health planning council. During this period, he worked in the area of hospital facilities, shared services, and emergency services planning. Two years later, Steve moved to another state to become the associate director of a city health planning council. He sees his new position as a particularly good opportunity to assist hospitals in developing shared services. He has also become involved in establishing a metropolitan hospital council.

RYAN JOHNSON

PRESENT POSITION: Executive Director, Community Mental Health Center

DEGREES: Bachelor of Science in Social Work (B.S.)
Master in Health Administration (M.H.A.)

AGE: 30

Ryan's first exposure to the health care field was as a psychiatric social worker in a psychiatric hospital, a position he took after receiving his undergraduate degree. After approximately 18 months as a social worker, he became interested in management and administration. Much of his interest evolved from a strong personal desire to have a greater impact upon the delivery of health care.

Because of a severe physical handicap, Ryan experienced numerous setbacks in being admitted to a graduate program in health services administration. Persistence finally won out and he was accepted to a graduate program. Upon completing his three semesters of academics, he was assigned to a large teaching medical center for a 10-month administrative residency. As a result of his proven administrative abilities and his strong interest in mental health, he gained a position as director of a very progressive community mental health center located in a large medical center complex.

Ryan plans to stay in health care administration but hopes to broaden his scope of responsibilities to include hospital administration and community health planning.

DAVID JACKSON

PRESENT POSITION: Administrator of a Nursing Home

DEGREES: Two years of college in Interior Design.
B.S. in Health Care Management (Major in Long Term Care)

AGE: 39

David was first employed as an Accounting Clerk in a 200-bed community hospital. After approximately two years he was promoted to assistant business manager. After another two years or so he accepted the position of controller for a small rural hospital. He later became interim administrator. In this position he decided to advance his education, so he resigned to return to college full-time. He completed a two-year curriculum in long term care administration. Upon graduation he passed the state licensure examination for nursing home administrators and was immediately employed as the administrator of a large governmental nursing home.

As administrator, he has improved the accounting system, initiated a comprehensive wage and salary program and developed an institution-wide inservice training and employee development program. In addition, he serves as a preceptor for college students studying long term care administration.

He plans to remain in health care services administration and is currently taking graduate level evening courses at a local university.

Earnings vary considerably, depending upon experience and training, the size, type, and location of the health facility or program, and the level of the position. Graduates of master's level programs who had little or no experience earned annual starting salaries in the low to mid twenties range as reported by a recent survey of program graduates conducted by AUPHA in 1981, while recent AUPHA program baccalaureate graduates reported beginning salaries in the mid to upper teens. Those with experience in the health field and other professional training started higher. Salaries tend to increase rapidly as the individual gains experience.

Educational Background

There are many individuals trained in medicine, nursing, business administration, public administration, or similar fields who, although they do not have health administration degrees, hold key health services administration positions. Their number, however, is declining as the number of professional health services administrators increases and the field becomes more complex. Those in other fields who are interested in becoming administrators are advised to obtain training in health services administration.[2]

A bachelor's degree is the minimum requirement to compete for a position at the middle management level. A master's degree from a strong graduate program is the most widely recognized professional preparation for a position in health services administration and since it represents an advanced level of competency, is a means of entry into both middle and upper level management positions. For most college level teaching or research positions, a doctorate is required. People entering the field usually begin in the middle management positions and then move into upper level management positions after gaining experience and demonstrating their abilities.

Undergraduate degrees in health services administration are a relatively new development. Extensive programs have been operating only since the early 1970's. There are, however, many less-developed undergraduate programs consisting of either a single full-time faculty member or a number of part-time faculty members who are also practicing health services administrators.

Since only a small number hold undergraduate degrees, it is difficult to predict the professional value of these new and varied programs. Although they have been in the field too short a time to determine how far they may eventually advance, some of the graduates are competing successfully with holders of master's degrees for positions in community hospitals, health planning agencies, ambulatory care programs, regulatory agencies, and insurance programs. As they have the opportunity to demonstrate their abilities, some will undoubtedly capture a few of the most challenging positions. Other undergraduate programs actually give their graduates the employment edge over some master's degree holders by concentrating on hospital business management, accounting, or health financial management. It is important to investigate undergraduate programs to determine if they will provide a strong background and access to your field of interest.

An undergraduate health services and administration degree is not always recommended as preparation for a graduate degree in the field. Graduates of bachelor's programs have been admitted to some graduate programs, but there is no evidence of a competitive admissions advantage. In fact, a number of the graduate programs prefer students who have completed a strong general education, but as undergraduate programs develop and graduates demonstrate their potential, this situation may change. An undergraduate degree and satisfactory academic performance in any number of fields may qualify a student for admission to a graduate program in health services administration.

Accredited master's programs in health services administration require a total of two years of full-time study or its equivalent. Many include a period of administrative field experience under the supervision of a practicing administrator in a hospital or other health service organization as part of the two years.

Students planning to pursue a doctoral degree typically should expect to spend at least four years completing the program. Each university offers a unique approach to doctoral study and awards various types of degrees (e.g., Ph.D., Dr. P.H., D.B.A., Sc.D., etc.). Because of the wide variation in the extent to which doctoral study is designed around the needs and interests of the individual, it is essential that the potential student explore available educational options before selecting a specific program or institution. Each doctoral candidate has an important contribution to make; an optimum fit between the individual and the program is essential if that contribution is to be fully realized. Since much of a doctoral course of study is negotiated by the student, the well-informed student is obviously in the best position to take advantage of available opportunities.

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[2] For a detailed description of trends in health services administration education, see "Education for Health Administration" Vol. I–III (Ann Arbor: The Health Administration Press, 1975).

Students able to take courses only part-time should investigate the possibility of working in a hospital or other health service organization. Depending on their particular interests and academic background students might, for example, perform some junior administrative function or work in an office, lab, or pharmacy. Such experience can be excellent preparation for a health services administration or planning career.

In addition to part-time programs of study, educational opportunities for the practicing professional exist in the form of non-traditional (off-campus, external degree) programs. Various approaches to non-traditional teaching methods and the awarding of credit for experiential and/or prior learning operate in health services administration programs in many colleges and universities.

Choosing a Program

Colleges and universities from coast to coast offer diverse health administration programs that are expanding to meet the needs of a changing society. Since the choice of an educational program can affect the student's professional future, he or she should conduct a thorough investigation to find the best program in which to invest time and money.

When considering a program at the graduate or undergraduate level, the prospective student must recognize that quality may be a characteristic more of the program than of the university or school of which it is a part, and vice versa. There are excellent programs in universities only regionally known or in relatively unknown universities. By the same token, some inadequate programs are in well-known universities.

Students can acquaint themselves with a program by reading and comparing descriptions within this book, talking to alumni and students, and visiting the school. If the program requires an interview for admission, that interview should be a two-way exploration. If the program does not require an interview, ask for one. It will provide useful background and may enhance admissions status.

There are a variety of factors that prospective students should consider in evaluating the adequacy of any particular program. Such factors may be assessed by answering the following questions:

- What percentage of the faculty is part-time?
- Are the members of the faculty who are well known as writers and consultants all actually working with and available to students?
- Have the faculty members achieved senior rank in the university?
- Do the faculty members conduct research and publish? What are their research interests?
- Can the program provide the educational resources needed for adequate training?
- Are these resources and the experience gained from the program similar to those found on the job?
- What is the cost of the program?
- If at the graduate level, does the program require a thesis or comprehensive examinations?
- Does the program permit the student to utilize previous academic experience?
- What percentage of graduates have entered successful careers, and what types of careers do they pursue?

The scope of the program is important. One indicator of an intellectually active environment is the involvement of faculty in doctoral education. Faculty participation in continuing education of practicing health services administrators is also an indication of interest in and contact with "real world" problems. But most important is the program's career objectives for its graduates.

Different programs have different objectives. Some programs concentrate on community-wide health services planning, others try to avoid such specialties, but instead provide the broadest possible overview of the total system. Some programs offer the opportunity to select tracks, which may consist of several courses in such functional specialties as health planning and policy analysis, or the administration of health maintenance organizations, general hospitals, ambulatory care, long term care, or mental health programs.

The basic orientation of a program may be determined by the curriculum emphasis of the school in which the program is located. For example, a business school will have a different emphasis than a school of public health, though both grant degrees in health services administration. Though the course content may be quite similar, course distribution may vary. It is wise to investigate the emphasis, content, distribution, frequency, and sequence of courses offered by a program. The distribution of required and elective courses is a good indicator of the emphasis and objective of the program. Professional education and practice in health services administration draw upon the knowledge and skills of many disciplines.

A student who has had no administrative or health exposure may want to select a program offering a residency in a health organization to gain experience that would otherwise be unavailable. An increasing number of programs do not require residency experience, believing that students should devote full attention to formal education and be oriented to the world of work after graduation. Required residencies for degrees may be as short as three months or as long as twelve months. A substantial number of programs use the summer between two academic years for the residency. Most programs requiring residencies expect the student to be enrolled and to pay tuition during the residency; however, the student generally receives a stipend from the health institution or program during the residency period.

Applying for Admission

The most important point to consider when making application plans is that the competition differs significantly among programs. There are accredited programs that accept less than twenty students a year and others that admit fifty or more. Some of the older, better-known programs receive twelve or fourteen applications for each opening, while others have an acceptance ratio of 2 to 1. Obviously, an applicant with a reasonably good record who might not get into one program could easily gain admission to another.

Every year, excellent applicants are turned away because they did not follow the appropriate application strategy. The first step is to begin early. Send for catalogues and other pertinent information a full year before applying. Applicants to a baccalaureate program should start at the beginning of the junior year in high school. Graduate applicants should begin in the fall of the senior year of college, since applications should be submitted in January of the entering year. By December of the year before the program starts, research and application plans, including first, second, and third choice of schools should be completed. The most selective programs will fill their classes for the following fall by February or March. While there are a few students admitted in mid-year, most programs admit students only in the fall.

Not all programs are looking for the same characteristics. As a minimum, all look for solid evidence of ability to perform graduate work; but when there are 100 good applicants for twenty-five openings, other factors come into play. The major factors taken into consideration are undergraduate academic record, undergraduate majors, scores on standardized tests, work experience, recommendations, demonstrated leadership ability, and prerequisite courses. The most commonly used criterion for admission to a graduate program is undergraduate grade point average. There is no question that most faculty members, while questioning the relevance of grades as a predictor of professional success, continue to look at grades first.

The undergraduate major or previous professional education are also factors considered differently by different admissions committees. Generally, the graduate liberal arts major, followed by the business major, is the most frequently successful applicant. Faculty tend to prefer students with the broadest possible educational backgrounds, those least likely to need introductory social science courses.

Regardless of undergraduate major, strong quantitative content is highly recommended and, in fact, favored by many programs. Quantitative content can be gained in such areas as calculus, statistics, advanced mathematics, operations research, finance, economics, and psychology. There has been a strong trend toward increased quantitative content in graduate programs, based upon the assumption that quantitative skills will be required for effective administration of health services in the future.

Previous training in another health field such as medicine, dentistry, nursing, or pharmacy, or in a profession such as law or social work, appears to be of limited advantage in gaining admission to a graduate program. It is strongly recommended that individuals with previous professional training obtain the advice of program faculty before applying.

Like other graduate studies, health services administration considers applicants' standardized test scores in the admission process. While there is no single test that all programs use and while not all programs require tests, all pay close attention to available scores, especially if the grade point average is at all a source of doubt. The most frequently used tests are the Graduate Record Examination (GRE)—Aptitude, Graduate Management Admission Test (GMAT), and Miller Analogies Test (MAT). One strategy is to take all three. While there is some controversy over the validity of the tests as predictors of academic performance, a good score definitely impresses most admissions committees. Most large colleges and universities have testing centers where these examinations can be taken. However, because some tests are administered only on certain dates each year, applicants are advised to plan to take them well enough in advance to have scores available in time for application submission. Further information concerning the GRE and GMAT can be obtained by writing to The Educational Testing Service, Princeton, New Jersey 08540. For information on the MAT, write to Psychological Corporation, 304 East 45th Street, New York, New York 10017.

Few programs formally require the applicant to have previous health-related work experience, but it is definitely considered by most. Previous experience shows motivation and provides relevant experience. Such contacts are also good sources of recommendations for the graduate programs.

By developing related work experience the student becomes personally familiar with people in the field, who may be helpful when it comes time to apply for jobs. Recommendations from professionals in the field who have observed an applicant working with others in an organization have more impact than recommendations from the family clergyman or physician. Further, there is a tradition, stronger in some regions than in others, of administrators taking a special interest in individuals aspiring to enter health services administration programs. That interest is often expressed by inviting the student to meetings and other events of interest, or by finding the student a job where he or she can see more of the total institution or program. But this can happen only if the student makes his or her long-range goals known to the senior administrator.

Faculty commonly seek a mix of students based on the assumption that students learn from each other and that a variety of student backgrounds contributes to an exciting learning environment. Thus, an admissions committee may look for some students with experience and others without, providing that basic academic standards are met.

In highly competitive situations, program faculties will look for distinctive characteristics that seem to correlate with success in the field. One characteristic that is always an asset for admission is demonstrated leadership ability. A good indication of leadership ability is a record of activity in religious youth groups, student government, campus political clubs, student journalism, and service organizations. These activities stimulate creativity, provide valuable human relations, sharpen political skills, and reveal a breadth of interest. However, student involvement is not an acceptable rationale for poor academic performance.

Not all programs have prerequisite courses. Some will admit students on the condition that prerequisites be completed before the program starts, usually during the preceding summer. In a few cases, missing prerequisites can be taken along with the program courses during the first quarter or semester. Since this may overburden the student, it should be avoided whenever possible.

There are three reasons for prerequisites. First, they reduce the need to teach undergraduate courses at the graduate level. It is still necessary to cover a great deal of introductory material probably not much different from that included in earlier stages of education. Second, the prerequisites assure a certain degree of common ground in the class—everyone, regardless of background, has something in common in at least some key areas. Third, steering all applicants into a key course may show a lack of aptitude in a subject that is essential to successful completion of the program.

The most frequently required prerequisite is accounting, and every future administrator is well advised to have an introductory course at the undergraduate level. Since what is taught in a full semester or more at the undergraduate level is usually "reviewed" in the first three weeks of a graduate program, it is wise to have mastered the basic skills before entering a graduate program. Economics is also favored as a prerequisite because it provides both analytic experience and the basic knowledge upon which a knowledge of health economics can be built. Some programs will require at least one course in a biologic science as an introduction to scientific thought.

When the choice of programs has been narrowed, apply to all chosen, and apply early. It does not make good sense to apply to one or two programs and wait to hear before applying to another program. Take every requirement and suggestion of each program seriously. If, for example, the program "suggests" an interview with alumni, arrange for the interview.

Financial Aid

Health services administration education, like all baccalaureate and graduate education, is expensive. Student aid is available at most programs, either from government or private sources. In spite of the problems it causes, putting together an effective student assistance "package" almost always depends upon gaining admission first. If a candidate is very strong, some programs may offer assurances of financial aid at the time of application, but this is unusual. In the United States, the insecurity involved in seeking financial aid is exacerbated when universities are not informed of the amount of federal aid they will receive until late spring, long after classes have been notified of admission.

The most common forms of federal aid in the U.S. are the traineeship, which pays tuition and some other expenses and the Guaranteed Student Loan and HEAL Loan programs. In Canada, similar assistance comes in the form of bursaries from some provincial governments. Some programs have loan funds contributed by alumni. Accredited U.S. programs are provided with Equitable Life Assurance Society scholarships. Both Canadian and U.S. accredited programs have Foster McGaw scholarships, both of which are administered by the Association of University Programs in Health Administration (AUPHA). In addition, both the American College of Hospital Administrators and AUPHA maintain loan funds for minority students. Access to these resources is available only through the faculty of the program to which you are admitted. Information about the financial aid available at a specific university may be obtained by writing to the program director and the financial aid officer.

Professional Placement

While it may seem premature to think about job placement while still in the application stage, differences in placement systems and patterns are important. Health services administration has two distinct job placement systems. One is an open system much like those in other fields. If possible, the program will help its graduates get started. Basically, however, they are left on their own to make contacts, place and respond to ads, and visit health services organizations. The other systems offer more guidance. The program faculty takes a direct hand in initial placement. Alumni are expected to tell the program of known openings first. Some of these programs have well organized systems that function almost like commercial placement firms. One of the weaknesses is that they usually do little placement outside of hospitals. Of course, being a part of these alumni systems does not preclude use of other approaches to finding a position in other types of organizations.

Outlook

It is difficult to predict the future demand for hospital and health services administrators. Because of the possibilities for great personal satisfaction and the increased public awareness of health care delivery problems, health services administration is a field that is currently attracting many competent people. Employment in health services administration has been forecast to grow at a more rapid pace than many other occupations in this decade. This forecast is largely based upon increasing complexities of the health services delivery system structure and the increasing managerial dimensions of patient services. Yet, although the health care sector is expanding, the increased number of graduates makes competition for the best positions very keen.

II. ACCREDITATION AND HEALTH SERVICES ADMINISTRATION EDUCATION

One of the problems facing students, faculty, and employers attempting to assess a program is confusion over its reputation. Programs change in quality over time. Sometimes they do not change, while the field and other programs do change, leaving them outdated. Although such variation is difficult to identify, accreditation status can be useful as a guide to program quality.

If a school or program is accredited, it meets certain academic standards. There are two types of accreditation: institutional and programmatic. Institutional accreditation is carried out by one of several regional associations of colleges and universities. This type of accreditation examines the total institution, its administration, resources, administrative practices, and major teaching activities. This is an important and basic assurance of educational quality and one factor that should always be investigated. Education for various health disciplines is offered by a number of institutions that are not regionally accredited. Programmatic accreditation focuses on specific programs or professions and is carried out by associations of professional schools, organizations of professionals, or commissions combining such interests.

Master's Programs in Health Services Administration

Table 1 lists health administration master's degree programs which are accredited or are in schools accredited by specialized accrediting bodies that have been recognized by the Council on Postsecondary Accreditation (COPA) as reliable authorities on the quality of education or training.

Master's programs in health services administration are reviewed by the Accrediting Commission on Education for Health Services Administration (ACEHSA), the agency organized specifically for this field. Accredited programs are distinguished in the individual graduate program listings (Section IV) by asterisks. Accreditation by the Commission is the potential graduate student's most important assurance that a program meets the minimum criteria developed by the profession and the health services industry. The Commission is the only agency recognized for this purpose by COPA, which regulates accreditation on behalf of the public and the nation's colleges and universities.

The Accrediting Commission on Education for Health Services Administration (formerly Accrediting Commission on Graduate Education for Hospital Administration) was organized in 1968 and has accredited 53 graduate programs as of October 1, 1982. The accreditation program replaced an approval program conducted by the Association of University Programs in Health Administration which began in 1948. The Commission has six corporate members: American College of Hospital Administrators, American College of Nursing Home Administrators, American College of Medical Group Administrators, American Hospital Association, American Public Health Association, and Association of University Programs in Health Administration. There are also two consulting members: the Association of Mental Health Administrators and the American Health Planning Association.

The Commission's purposes are: (1) to establish criteria for graduate education in hospital and health services administration; (2) to determine if individual programs are in compliance with the criteria set forth by the Commission; and (3) to provide the public and the professional and educational communities with the findings of the Commission. Education programs accredited by the Commission as of October 1, 1982 are listed in Table 2.

Individuals interested in learning more about accreditation can write directly to the Commission for a list of accredited graduate programs, containing accreditation actions which have taken place since October 1, 1982, dates when programs will be reviewed, and a copy of the criteria used for accreditation. The address is: Accrediting Commission on Education for Health Services Administration, 1911 North Fort Myer Drive, Suite 503, Arlington, Virginia 22209.

While it is important to know whether or not a program is accredited, there are other factors to be considered. For example, there is no COPA recognized accrediting body for graduate schools or schools of public administration as of October 1, 1982. Accreditation is voluntary, and some programs have not applied. Only graduate programs are eligible for programmatic accreditation. New programs are not eligible for accreditation until they have actually awarded degrees. Thus, a program that is less than two years old cannot be accredited. It is helpful then to know whether a program is preparing for accreditation. Also, programs are accredited for periods of up to five years. A shorter accreditation does not mean that the program is inferior, but rather that the Commission is monitoring progress and development over a shorter period to assure the public and the profession that problems are solved or avoided. AUPHA associate graduate member programs must achieve full membership within three years of joining the Association. A principal criterion for full graduate membership is accreditation by ACEHSA.

Accreditation is not as widely used in Canada as it is in the United States. Although there is no voluntary regional institutional accreditation, the basic quality is assured by provincial agencies and monitored by the Association of Universities and Colleges of Canada. Canadian master's programs in health services administration do participate fully in ACEHSA. Health administration education in the two nations is closely associated, with considerable movement of students and faculty between the two. Canadian degrees are fully recognized in the United States and vice versa.

Baccalaureate Programs in Health Services Administration

Academic standards for baccalaureate health administration programs are set by AUPHA in order to promote quality in the programs. No specialized accrediting body exists at the program level for baccalaureate health administration education.

Full baccalaureate member AUPHA programs must meet specified eligibility standards. They must be in a college or university which holds institutional accreditation through a regional, COPA recognized agency or, in Canada, a part of a college or university which is a member of the Association of Universities and Colleges of Canada. They must also have recent graduates and the program must have been a baccalaureate program in AUPHA for a minimum of one year. Full baccalaureate member programs are indicated by the following symbol (†) in Section III of this book.

The AUPHA criteria for baccalaureate full members require specific faculty guidelines, program objectives, curriculum content and a designated program director. The baccalaureate full member program curriculum must include content in: (1) general education (liberal arts); (2) foundations of management, science, and practice including: applied psychology, mathematics/calculus, accounting, computer science, statistics, economics, management information systems, political science, and business law; (3) foundations of health administration including: individual, social, and environmental determinants of health and disease, public/community health, health services delivery systems, health planning, financial management of health care institutions, applications of organization and management theory to health services organization, roles and practices of clinicians, administrative ethics, and health law; and (4) faculty supervised field experience.

Undergraduate associate AUPHA member programs are working toward fulfilling the specific requirements for full membership. There are specific time frames for each membership category and periodic reviews are conducted. Individuals interested in receiving additional information on baccalaureate programs should contact: AUPHA, Office of Undergraduate Education, 1911 North Fort Myer Drive, Suite 503, Arlington, Virginia 22209.

Table 1
Accreditation Applicable to AUPHA Member Master's Programs in Health Services Administration[1]
(As of October 1, 1982)

	Program in Health Administration Accredited by ACEHSA	Program Located in School for Which There is No Specialized Accreditation	Program Located in School of Business Accredited by AACSB	Program Located in School of Public Health Accredited by CEPH	Program Located in School of Medicine Accredited by LCME
CANADA					
University of Alberta Master of Health Services Administration	X				X
University of British Columbia Graduate Program in Health Services Planning	X				X
University of Montreal Départements d'Administration de la Santé	X				X
University of Ottawa Master of Health Administration Programme	X	X			
University of Toronto Master of Health Sciences (Health Administration)	X				X
UNITED STATES					
University of Alabama-Birmingham Graduate Program in Hospital and Health Administration	X	X			
Arizona State University Graduate Program in Health Services Administration	X		X		
University of Arkansas at Little Rock Graduate Program in Health Services Administration		X			

	Program in Health Administration Accredited by ACEHSA	Program Located in School for Which There is No Specialized Accreditation	Program Located in School of Business Accredited by AACSB	Program Located in School of Public Health Accredited by CEPH	Program Located in School of Medicine Accredited by LCME
U.S. Army-Baylor University Graduate Program in Health Care Administration	X	X			
Boston University Health Care Management Program	X		X		
University of California-Berkeley Graduate Program in Health Services Management	X		X	X	
University of California-Los Angeles Program in Health Services Management	X			X	
California State University-Northridge Health Administration Option		X			
University of Chicago Graduate Program in Hospital Administration	X		X		
University of Cincinnati Program in Community Health Planning/Administration		X			
City University of New York Department of Health Care Administration	X		X		X
Clark University/University of Massachusetts Medical School Master of Health Administration Program					
University of Colorado Graduate Program in Health Administration	X		X		
Columbia University Master of Public Health in Health Administration	X			X	

Joint M.P.H./M.B.A. Program in Health Administration	X		X	X	
Cornell University Sloan Program in Hospital and Health Services Administration	X		X		
Duke University Department of Health Administration	X	X			
University of Florida Graduate Program in Health and Hospital Administration	X		X		
The George Washington University Department of Health Services Administration	X		X		
Georgia State University Master of Health Administration Program	X		X		
Governors State University Health Services Administration Program	X	X			
Harvard University Graduate Program in Health Policy and Management				X	
University of Houston-Clear Lake City Program in Administration of Health Services	X		X		
Indiana University Graduate Program in Health Administration*		X			
University of Iowa Graduate Program in Hospital and Health Administration	X				X
Loma Linda University Department of Health Administration	X			X	
Long Island University-C.W. Post Center Master of Public Administration*		X			
University of Louisville Master of Science in Systems Science/Health Systems		X			

	Program in Health Administration Accredited by ACEHSA	Program Located in School for Which There is No Specialized Accreditation	Program Located in School of Business Accredited by AACSB	Program Located in School of Public Health Accredited by CEPH	Program Located in School of Medicine Accredited by LCME
University of Massachusetts-Amherst Health Administration Program	X			X	
University of Miami Master of Business Administration concentration in Health Administration			X		
University of Michigan Program in Hospital Administration	X			X	
University of Michigan Medical Care Administration and Organization	X			X	
University of Michigan Health Planning and Administration	X			X	
University of Minnesota Program in Hospital and Health Care Administration	X			X	
University of Missouri-Columbia Graduate Studies in Health Services Management	X				X
New York University Health Policy, Planning and Administration		X			
University of North Carolina-Chapel Hill Department of Health Administration—M.S.P.H. Program	X			X	
Northwestern University Program in Hospital and Health Services Management	X		X		

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The Ohio State University Graduate Program in Hospital and Health Services Administration	X				X
University of Oklahoma Department of Health Administration				X	X
University of Pennsylvania Graduate Program in Health Care Administration	X		X		
Pennsylvania State University Graduate Studies in Health Planning and Administration	X	X			
University of Pittsburgh Program in Health Administration	X			X	
University of Puerto Rico Master in Health Services Administration	X			X	
Rush University Program in Health Systems Management*		X			
San Diego State University Division of Health Services Administration*					
Saint Louis University Department of Hospital and Health Care Administration	X	X			
University of South Carolina Public Health Services Administration*				X	
University of Southern California Graduate Programs in Health Services Administration	X	X			
Southwest Texas State University Graduate Program in Health Care Administration		X			
Temple University Graduate Program in Health Administration	X		X		

	Program in Health Administration Accredited by ACEHSA	Program Located in School for Which There is No Specialized Accreditation	Program Located in School of Business Accredited by AACSB	Program Located in School of Public Health Accredited by CEPH	Program Located in School of Medicine Accredited by LCME
Texas Woman's University Health Care Administration Program		X			
Trinity University Graduate Program in Health Care Administration	X	X			
Tulane University Department of Health Systems Management	X			X	
Union College Program in Health Systems Administration	X				
Medical College of Virginia/Virginia Commonwealth University Graduate Program in Health Services Administration	X				X
Washington University Health Administration and Planning Program	X				X
University of Washington-Seattle Graduate Program in Health Services Administration and Planning	X	X			
Webster College Health Services Management		X			
Widener University Graduate Program in Health and Medical Services Administration	X				

University of Wisconsin-Madison Program in Health Services Administration	X			X
Xavier University Graduate Program in Hospital and Health Administration	X	X		
Yale University Program in Hospital Administration	X		X	X

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[1] NOTE: Programs may have specialized program accreditation through the Accrediting Commission on Education for Health Services Administration (ACEHSA) and/or may be located in a school accredited by the: American Assembly of Collegiate Schools of Business (AACSB); Council on Education for Public Health (CEPH); or Liaison Committee on Medical Education (LCME), representing the Council on Medical Education, American Medical Association, and the Executive Council, Association of American Medical Colleges. All AUPHA programs are located in regionally accredited institutions.

*Program to be site visited for accreditation during 1982–83.

TABLE 2
The Official List of Accredited Master's Programs in Health Services Administration as of October 1, 1982

GRADUATE PROGRAM IN HOSPITAL AND HEALTH ADMINISTRATION
University of Alabama—Birmingham

MASTER OF HEALTH SERVICES ADMINISTRATION
University of Alberta

GRADUATE PROGRAM IN HEALTH SERVICES ADMINISTRATION
Arizona State University

GRADUATE PROGRAM IN HEALTH CARE ADMINISTRATION
U.S. Army-Baylor University

HEALTH CARE MANAGEMENT PROGRAM
Boston University

GRADUATE PROGRAM IN HEALTH SERVICES PLANNING
University of British Columbia

GRADUATE PROGRAM IN HEALTH SERVICES MANAGEMENT
University of California—Berkeley

PROGRAM IN HEALTH SERVICES MANAGEMENT
University of California—Los Angeles

GRADUATE PROGRAM IN HOSPITAL ADMINISTRATION
University of Chicago

DEPARTMENT OF HEALTH CARE ADMINISTRATION
City University of New York

GRADUATE PROGRAM IN HEALTH ADMINISTRATION
University of Colorado

MASTER OF PUBLIC HEALTH IN HEALTH ADMINISTRATION
MASTER OF PUBLIC HEALTH/ MASTER OF BUSINESS ADMINISTRATION IN HEALTH ADMINISTRATION
Columbia University

SLOAN PROGRAM IN HOSPITAL AND HEALTH SERVICES ADMINISTRATION
Cornell University

DEPARTMENT OF HEALTH ADMINISTRATION
Duke University

GRADUATE PROGRAM IN HEALTH AND HOSPITAL ADMINISTRATION
University of Florida

DEPARTMENT OF HEALTH SERVICES ADMINISTRATION
The George Washington University

MASTER OF HEALTH ADMINISTRATION PROGRAM
Georgia State University

HEALTH SERVICES ADMINISTRATION PROGRAM
Governors State University

PROGRAM IN ADMINISTRATION OF HEALTH SERVICES
University of Houston—Clear Lake City

GRADUATE PROGRAM IN HOSPITAL AND HEALTH ADMINISTRATION
University of Iowa

DEPARTMENT OF HEALTH ADMINISTRATION
Loma Linda University

HEALTH ADMINISTRATION PROGRAM
University of Massachusetts—Amherst

PROGRAM IN HOSPITAL ADMINISTRATION (M.H.S.A.)
PROGRAM IN MEDICAL CARE ADMINISTRATION AND ORGANIZATION (M.H.S.A.)
ON-JOB/ON-CAMPUS PROGRAM (M.P.H.)
PROGRAM IN HEALTH PLANNING AND ADMINISTRATION (M.H.S.A.)
PROGRAM IN DENTAL PUBLIC HEALTH (M.H.S.A.)
University of Michigan

PROGRAM IN HOSPITAL AND HEALTH CARE ADMINISTRATION
University of Minnesota

GRADUATE STUDIES IN HEALTH SERVICES MANAGEMENT
University of Missouri—Columbia

DÉPARTEMENT d'ADMINISTRATION de la SANTÉ
Université de Montréal

DEPARTMENT OF HEALTH ADMINISTRATION—M.S.P.H. PROGRAM
University of North Carolina—Chapel Hill

PROGRAM IN HOSPITAL AND HEALTH SERVICES MANAGEMENT
Northwestern University

GRADUATE PROGRAM IN HOSPITAL AND HEALTH SERVICES ADMINISTRATION
The Ohio State University

MASTER OF HEALTH ADMINISTRATION PROGRAM
University of Ottawa

GRADUATE PROGRAM IN HEALTH CARE ADMINISTRATION
University of Pennsylvania

GRADUATE STUDIES IN HEALTH PLANNING AND ADMINISTRATION
Pennsylvania State University

PROGRAM IN HEALTH ADMINISTRATION
University of Pittsburgh

MASTER IN HEALTH SERVICES ADMINISTRATION
University of Puerto Rico

DEPARTMENT OF HOSPITAL AND HEALTH CARE ADMINISTRATION
Saint Louis University

GRADUATE PROGRAMS IN HEALTH SERVICES ADMINISTRATION
University of Southern California

GRADUATE PROGRAM IN HEALTH ADMINISTRATION
Temple University

HEALTH ADMINISTRATION PROGRAM
University of Toronto

GRADUATE PROGRAM IN HEALTH CARE ADMINISTRATION
Trinity University

DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT
Tulane University

PROGRAM IN HEALTH SYSTEMS ADMINISTRATION
Union College

GRADUATE PROGRAM IN HEALTH SERVICES ADMINISTRATION
Medical College of Virginia/Virginia Commonwealth University

HEALTH ADMINISTRATION AND PLANNING PROGRAM
Washington University

GRADUATE PROGRAM IN HEALTH SERVICES ADMINISTRATION AND PLANNING
University of Washington—Seattle

GRADUATE PROGRAM IN HEALTH AND MEDICAL SERVICES ADMINISTRATION
Widener University

PROGRAM IN HEALTH SERVICES ADMINISTRATION
University of Wisconsin—Madison

GRADUATE PROGRAM IN HOSPITAL ADMINISTRATION
Xavier University

PROGRAM IN HOSPITAL ADMINISTRATION
Yale University

III. BACCALAUREATE PROGRAMS IN HEALTH SERVICES ADMINISTRATION‡

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‡See also Section V, pages 243–250 for non-traditional (off-campus, external degree) options for baccalaureate education in health services administration.

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Director, Health Care
Management Program
at the program address

Program Information

The Health Care Management Program was established by the College of Business of Appalachian State University in 1972 in response to demands from health care facilities in North Carolina and surrounding states for soundly trained health care administrators with a business orientation. The program offers the Bachelor of Science in Business Administration degree with a major in health care management. Students are broadly trained and are ideal candidates for administrative posts in a variety of health care settings.

Curriculum Description

The basic curriculum is oriented toward preparation in applied management skills for any setting where health care is delivered. While emphasis had been historically placed on the hospital setting, in 1981–82 the curriculum was totally revised and is now responsive to the variety of settings in the health care marketplace. Academic preparation includes 50 semester hours of general education requirements, 30 semester hours of business core courses (management, marketing, accounting, economics, business education), 9 semester hours of general electives, 21 semester hours in the major, and 12 semester hours of health related electives. The major courses include health care organization and administration, health care system resources, health care policy, health care marketing and planning, health care financing and an internship. Health related electives include courses in health economics, health care law, health insurance and accounting in nonprofit institutions. Other health care electives are arranged in special study tracks of 6–9 semester hours to include aging, health education and health measurement.

Admission Procedures and Requirements

Students enter the College of Business as health care management majors following two years of general education preparation. There is no formal application process for entrance to the program other than declaration of health care management as the major and meeting certain basic requirements for admission to the College of Business. These requirements include maintenance of a 2.0 grade point average on all prior work and completion of certain courses in and out of the College. Career counseling is provided to the students through professional counseling staff in the College of Business and by Health Care Management Program faculty.

Opportunities for Financing Education

Generally, specific financial aid or scholarships are not available in the health care management area. However, the formation of a student chapter of the American Academy of Health Administration on the campus (the first in the nation) has allowed students to compete for an Annual Academy Student Scholarship. The College of Business also offers limited scholarship assistance on a competitive basis and the same financial aid programs found at any undergraduate institution are available at Appalachian State University. Work-study programs, part-time employment, and other opportunities are encouraged.

Opportunities After Graduation

Appalachian State University offers a highly successful career development and placement service to all its graduates. In addition, the Health Care Management Program feels a keen sense of responsibility for assistance to the student in his first placement. Graduates of the program are aggressively marketed within the surrounding four-state area and especially in North Carolina. As the reputation of the program has grown, placement has become increasingly successful; many graduates have gone on to advanced study programs.

Faculty Information

The health care management major presently has two full-time faculty members. Jerome B. Hallan, the Program Director, has a Dr. P.H. degree and has background and interests in health care financing and health care administration. The second full-time faculty member, Don C. Dodson, has his Ph.D. in public administration and health administration, with background and interests in health care marketing and administrative services and training. Other faculty in the College of Business with relevant academic preparation and background teach courses in health economics, health care law, health insurance and accounting. The program also utilizes a number of adjunct faculty who are health care administrators in the immediate and surrounding area.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.B.A.	34 mos.	3 mos.	32/0	16	1	1981–82

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$732.	$2,520.	$1,500.	variable	included in tuition

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
N/A	N/A	$15.	N/A	N/A	N/A

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	3 weeks following notice of acceptance	5/1	20	Aug.

CALIFORNIA STATE COLLEGE—SAN BERNARDINO

Amer El-Ahraf, Dr. P. H.
Professor and Chairman
Program in Health Administration/Planning
5500 State College Parkway
Physical Sciences Building
San Bernardino, California 92407
714-887-7348

Address inquiries to:
the program address

Program Information

The program in Health Administration/Planning at California State College, San Bernardino, is an "area of advisement" within the Department of Health Science and Human Ecology, one of four such areas. The Department of Health Science and Human Ecology is housed within the School of Natural Sciences.

Curriculum Description

The curriculum consists of 198 quarter units. Seventy-five of these units are general education requirements. These courses are designed to insure that all graduates of the college, whatever their major, have acquired certain essential skills and a broad range of knowledge appropriate to educated persons in our society.

The health administration/planning curriculum includes a strong clinical/agency or field experience which reflects the emphasis placed on developing a course of study which will provide students with the professional skills required by potential employers; hence, the curriculum is competency and user-based. The plan provides for the development, implementation and evaluation of a planning component in newly emerging programs, and for modifying an existing program, so that the planning component becomes a distinct and major part of a health administration curriculum.

Admission Procedures and Requirements

To enroll in the Bachelor's Degree program in Health Science with an "area of advisement" in Health Administration/Planning, the applicant must meet all of the college's admission requirements. California State College, San Bernardino has offered the Health Administration/Planning Program since 1978. In accordance with the philosophy of the college, small classes are designed to maximize faculty/student interaction.

Opportunities for Financing Education

Sources of aid include the federally sponsored Pell and supplementary educational opportunity grants, national direct student loans, the college work-study program and state grants for Educational Opportunity Program students. California insured student loans are also available.

There are numerous scholarships awarded to new and continuing students. All applications for scholarships and financial aid must be completed by March 1. Late applications are accepted after March 1 and throughout the school year if funds are available.

Opportunities After Graduation

The program in Health Administration/Planning provides students with extensive resources for acquiring employment after graduation. Government agencies, voluntary organizations, hospitals, nursing homes and planning agencies work closely with the faculty for this purpose. The field study program is a key element in bridging the gap between education and job opportunities.

CALIFORNIA STATE COLLEGE—SAN BERNARDINO

Faculty Information

In addition to an active full-time faculty, the Health Administration/Planning Program draws on the experience of practitioners in the field to teach courses so that students are exposed to practical management problems faced every day by operatives. The full-time faculty engage in extensive research and consultation to keep abreast of the latest developments in health care administration/planning.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S. in Health Science	33 mos.	6 mos.	12/26	26	10	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
none	$3,150.	$2,375.	$285.	$385.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
2/1	1/31	$25.	3/1	2/28	N/A

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	15	Sept.

CALIFORNIA STATE UNIVERSITY—NORTHRIDGE

Donald M. Hufhines, Dr. P.H., Coordinator
Health Administration Option
Health Science Department, Eng. 220
School of Communications and Professional Studies
18111 Nordhoff Street
Northridge, California 91330
213-885-3101

Address inquiries to:
Office of Admissions and Records
at the program address

Program Information

The bachelor's degree program stresses the basic administrative principles and skills required for entry level positions in health care administration and provides the theoretical foundation for applicants to the master's degree program in health administration. The Health Science Department, School of Communications and Professional Studies, administers the awarding of the bachelor's degree in health administration.

Curriculum Description

The curriculum offers 54 units emphasizing: health administration; organization and delivery of health services; fiscal management; planning and quantitative analysis; and elective courses in areas such as acute care, ambulatory care and group practice, mental health, gerontology, and long term care. An internship of 240 hours (minimum) is arranged between the end of the third year and graduation. The University requires a minimum of 128 units for the bachelor's degree.

Admission Procedures and Requirements

Applications may be requested from the Office of Admissions and Records, which processes admission to the University.

Graduates of a California high school or legal residents must have a minimum eligibility index of 741 (ACT) or 3072 (SAT). Non-resident applicants from other states and U.S. possessions must have an eligibility index of 826 (ACT) or 3402 (SAT). Foreign applicants may be admitted if the appropriate campus authority judges that the probability of their academic success on campus is equivalent to that of California high school graduates. Undergraduate transfer admission eligibility is based on *TRANSFERABLE* college units attempted. Residents must have a G.P.A. of 2.0 (A = 4) and non-residents a G.P.A. of 2.4.

Any enrolled undergraduate student may elect to become a bachelor's degree candidate in the health administration option.

Opportunities for Financing Education

Financial aid includes scholarships, grants, and loans. Awards are based on need. Application forms and information are available from the Financial Aid Office. Financial aid decisions are independent of the admissions decision.

Opportunities After Graduation

Bachelor's degree graduates are assisted with placement by: the Health Administration Master's Degree Alumni Association, the Health Administrators Advisory Committee, the health administration option faculty, and the University Placement Office.

Faculty Information

The multi-disciplinary faculty hold appointments in the Health Science Department and are assigned teaching duties for both bachelor's and master's degree courses. Faculty are active in community service, grant development, projects, and research. The full-time faculty are supplemented by adjunct professors, practitioners, preceptors, and visiting lecturers, which further enhance the practical application of health administration principles.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.	36 mos.	3 mos. concurrently	128/42	105	N/A	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$173.50 (0–5 units)	$278.50	$3,900.	$300.	included in tuition fees
$224.50 (6 or more units)	329.50			

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
4/1	7/1	$25.	15 days from completion of application	until beginning of semester	until beginning of semester

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	26	Aug.

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CANADIAN SCHOOL OF MANAGEMENT/ NORTHLAND OPEN UNIVERSITY

Erwin Waschnig, Ph.D., Director
Program in Health Services Administration
OISE Building—S. 4-126
252 Bloor Street West
Toronto, Ontario M5S 1V5
416-960-3805, 960-3870

Address inquiries to:
Christine van Duelmen
Director of
Admissions and
Program Information

Program Information

Promoting the continuing competence of practicing health administrators is one of the most important issues of health administration education. The program is designed to meet the actual needs for improved administration within the system and for the quality of the health services. Life-long learning opportunities will be necessary to develop administrative competence in an age of accelerating changes.

This undergraduate non-traditional program is designed to provide opportunities for practicing health service managers to strengthen their academic backgrounds. The program leads to a Bachelor of Administration (Health Services) degree.

Curriculum Description

The complete baccalaureate program is equivalent to a four-year on-campus degree program. It includes a core of health services administration subjects as well as subjects from the liberal arts and general management studies. It meets the needs of mature, working individuals who are unable to leave their jobs. Each year's curriculum is equivalent to 30 academic credit hours, for a total of 120 credit hours required for the bachelor degree. The program provides flexibility for study through some or all of the following four main components: (1) Course Work, equivalent to a regular 42–45 hour semester course; (2) Internship (Applied Study) Component, where integration of theory and practice must be demonstrated through the presentation of a Special Project Report based on study activities undertaken during the internship term (equivalent to two courses.); (3) Independent Study Component, offered to those students who cannot attend the tutorials or whose background makes this way of studying preferable for them and is available only to advanced students, guided by a locally appointed faculty adviser; and (4) Final Dissertation, equivalent to two courses, and related to the student's professional work experience as well as to the specific degree objective.

Admission with advanced standing will be considered for applicants who provide evidence of their competencies by submitting documentation of their prior learning, both formal and experiential. The Admissions Committee will evaluate the documentation submitted and determine the number of advanced-standing credits to be granted.

Documented experiential learning can be considered for credit only if it relates to an area of study covered by the degree program to which the student has applied for admission.

Students may be asked to take additional "make-up" courses in areas in which they have not demonstrated sufficient competence, or where prerequisites are required, regardless of the advanced standing granted. In order to receive a Bachelor Degree from Northland Open University, the student must earn at least 30 credits through work done at the C.S.M. (8 courses and a final dissertation).

Admission Procedures and Requirements

Upon completion of the program, including submission of three copies of the final dissertation, the student will be awarded by Northland Open University, which is affiliated with the Canadian School of Management, an external degree of Bachelor of Administration (Health Services). The following admission requirements will be observed:

1. Applicants must hold at least a grade 12 high school certificate, with a minimum average of 60%.

2. Applicants who do not possess the above minimum admission requirements are eligible to be considered for admission if they are at least 24 years of age at the time of application and can present reasonable evidence of ability to cope with the program through the documentation submitted in their portfolio.
3. Applicants must have some managerial, supervisory, administrative or related professional experience in the health care field.
4. Applicants must have demonstrated formal and/or experiential learning at a post secondary school level.

Opportunities for Financing Education

No financial assistance is provided by the school at present. Since students enrolled in the program have to be employed in health service management or a related area, employers are encouraged to subsidize students' tuition.

Opportunities After Graduation

The school works very closely with health related professional agencies to provide opportunities for advancement.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
Bachelor of Administration (Health Services)	36 mos.	12 mos.	127/0	89	N/A	48

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,350.	$1,350.	N/A	$250.	N/A

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
3 months prior	1 month prior	$50.	15 days	until beginning of the term	2 weeks

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	1 month prior	2 weeks before term starts	120	Jan. April Sept.

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UNIVERSITY OF CINCINNATI†

Carol J. Harten, Ed.D., Director, Program
in Community Health Planning/Administration
School of Planning—Room 630-C
College of Design, Architecture, Art & Planning
Cincinnati, Ohio 45221
513-475-4943

Address inquiries to:
Carol Harten, Director
Program in Community Health
Services Administration
at the program address

Program Information

The goal of the program is to prepare first-line and some middle-level health service planners/administrators for hospitals, mental health institutions, neighborhood health centers, and other private, public, and voluntary health agencies. Preparation is also offered for those wishing to continue on to graduate work. In addition to technical skills, the program emphasizes the role of administrators as advocates of social equity. Some persons holding an associate degree in the allied health fields may find the program helpful in gaining upward mobility in administration.

Curriculum Description

The curriculum is a blend of social, administrative, and health sciences.

All students must complete the core requirements, which include: Urban Issues and Policies I and II; Research Methods I and II; and Statistics.

Additional required courses for health administration include: Introduction to Health Care Systems; Community Responsibility for Health; Health, Disease and Environment; Community Health Organization and Administration I and II; Accounting Computer Information Systems; Organizational Theory; Mental Health and Mental Retardation Planning; Health Planning Perspectives; Legal and Ethical Issues in Community Health; Agency Resource Development; Materials Management; Personnel Management; and field placement in a community health agency is also required as part of the course of study.

Admission Procedures and Requirements

A student seeking admission to the College should meet the following conditions: have junior class status from an accredited four year college or university, or an associate degree from an accredited two year college; be in "good standing" according to the standards of the college from which he or she wishes to transfer; have completed one year of English, twelve quarter hours of social sciences, six quarter hours of mathematics, logic, or biological or physical sciences; and have a minimum of a 2.5 grade point average. Requests for waiver of the 2.5 grade point average entrance requirements are to be submitted to the director in writing with supportive information from previous academic and/or work experience.

Undergraduate applicants may obtain admissions forms from the University Office of Admissions.

Opportunities for Financing Education

Financial aid is not administered by the program. Financial aid is available through the Student Financial Aid Office, 206 Beecher Hall, University of Cincinnati, Cincinnati, Ohio 45221.

Opportunities After Graduation

The University has available a Placement office to assist students in funding employment upon graduation. Program faculty also make available their contacts to students.

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†Full AUPHA Member.

UNIVERSITY OF CINCINNATI

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
B.S.	18 mos.	480 hrs.	40/15	40	15	1981–82

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$1,671.	$3,795.	$2,496.	$450.	$72./qtr general fee opt. insurance $35.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
1/15	9/1	$25. for transfer students	2/15	open	last registration date

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	25	Sept.

CONCORDIA COLLEGE†

Theodore Heimarck, M.S., J.D., Director, Program in Hospital Administration
Gregory Garber, M.B.A., Director, Program in Hospital Financial Management
Concordia College Programs in Hospital Administration and Hospital Financial Management
Department of Economics and Business Administration
Moorhead, Minnesota 56560
218-299-4411

Address inquiries to:
program director
at the program address

Program Information

The Concordia College Programs in Hospital Administration and Hospital Financial Management are located in Moorhead, Minnesota. The Program in Hospital Administration began in response to the need for rural health care administrators in 1966 and was one of the first undergraduate health administration programs in the nation. The Program in Hospital Financial Management began in 1973 to fill the need in health care institutions for individuals with financial management skills. It was the first undergraduate program of its kind in the nation.

Curriculum Description

Students enrolled at Concordia have three major requirements in addition to the general college courses needed for graduation. These requirements are a major in business administration (economics, accounting, business law, business organization, and finance); specific courses in hospital administration/hospital financial management; and a three month residency training experience in a hospital or other health care facility. During 1981, residencies will be available in Minnesota, North Dakota, South Dakota, Montana, Wisconsin, Colorado and Florida. Residents may also be placed in Canada.

Admission Procedures and Requirements

In general, standards for admission are comparable to other private colleges in the United States. Students are welcome to transfer into the program prior to the senior year. Inquiries concerning admission are welcome. Some students are enrolled after completion of the bachelor's degree and some are enrolled on a part-time basis.

Opportunities for Financing Education

Financial assistance is offered by the admissions office to qualified students. Substantial aid is available. Part-time work in one of five local hospitals is available to some students.

Opportunities After Graduation

The job market has been a lively one for Concordia alumni. One hundred fifty graduates are employed in hospitals, long term care facilities, clinics, state health departments, health maintenance organizations, Blue Cross organizations, and health planning agencies. The placement office at Concordia assists in job placement, but most requests come directly to the Program in Hospital Administration.

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†Full AUPHA Member.

CONCORDIA COLLEGE

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
B.A.	32 mos.	3 mos.	26/2	10	4	1981–82

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$4,760.	$4,760.	$1,645.	$400.	$45.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
1/1	9/1	$10.	open	open	30 days

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
$50.	N/A	9/1	40	Aug.

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EASTERN MICHIGAN UNIVERSITY

**Michael J. Long, Ph.D., Associate
Professor and Program Coordinator
Health Administration Program
327 King Hall
Ypsilanti, Michigan 48197
313-487-0460**

**Address inquiries to:
at the program address**

Program Information

The program is designed to upgrade the knowledge and skills of those already working in the field of health service administration, and to provide those with two-year degrees the opportunity to complete a baccalaureate program.

The program is located in the College of Health and Human Services at Eastern Michigan University, Ypsilanti, Michigan. The campus is located approximately forty miles from Detroit on the outskirts of Ann Arbor.

The scheduling of classes in this program, and throughout the university, gives maximum consideration to part-time students. The degree program is a regular four-year (eight semesters) program, but can be completed on a part-time basis in a time period that will vary according to students' schedules.

Program requirements include coursework taken in the College of Health and Human Services, the College of Arts and Sciences and the College of Business.

Curriculum Description

The curriculum generally comprises 50% general studies, 25% business management, and 25% specialized management skills unique to the health care field. An internship of one full semester is currently optional, with plans to make it mandatory for all students without previous work experience.

Articulated agreements are being developed with several community colleges to facilitate the orderly transfer of students into the four-year program with the minimum of credit loss.

Though not confined to these individuals, the program is conscious of the health care professionals who find a baccalaureate degree necessary for their upward mobility. Off-campus courses are offered where possible and enrollment potential permits.

Admission Procedures and Requirements

General university admission is the only requirement for admission into the Health Administration Program. Transfer into the program from both within the University and from other institutions as late as the junior year is facilitated with the minimum of credit loss.

Opportunities for Financing Education

University-wide scholarships, grants and awards are available, together with work/study opportunities. There is no specific financial aid for the Health Administration Program. Details on available financial aid may be obtained from the Financial Aid Office, Pierce Hall, Eastern Michigan University, Ypsilanti, Michigan 48197.

Opportunities After Graduation

Graduates of the program, in many cases, remain with the same employer but experience greater upward mobility. Other graduates are placed in upper management positions in small health care institutions or middle-to-lower level management positions with larger health care institutions, third party payors, governmental agencies and not-for-profit or for-profit managerial and research service organizations.

The program also provides a sound academic base for continuation into graduate study in several of the health-related graduate programs, such as Hospital Administration or Health Planning and Administration.

Faculty Information

One associate and one assistant professor currently serve as full-time faculty to the program. Additional support, as required, is available from recognized expert practitioners that are part of the adjunct faculty body.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
B.S.	32 mos.	4 mos. optional	N/A	N/A	N/A	62

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$41.75/ cr. hr.	$102./ cr. hr.	$1,970.	$200.	$31.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
3/3	9/15	$20.	open	9/15	until 9/15

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
50% tuition	8/16	9/30	20	Sept.

GOLDEN GATE UNIVERSITY

Edward L. Leven, M.B.A., Assistant Professor
and Associate Director, Health Services Management Program
B.S. Degree Program in Health Services Management
536 Mission Street
San Francisco, California 94105
415-442-7225 or 442-7216

Address inquiries to:
Edward L. Leven, Associate Director
at the program address

Program Information

Golden Gate University is a private, non-profit institution of higher learning. It is one of the major centers in the Western United States for professional education in management, public administration, and law. In numbers of students, Golden Gate University is the third largest of California's independent accredited colleges and universities.

Golden Gate University's Bachelor of Science degree program in health services management provides an opportunity for those engaged in careers in the health care industry to acquire the theoretical knowledge and practical skills necessary to perform effectively as managers. In addition, it provides the opportunity for management training to those students who are interested in entering the health care industry for the first time.

Curriculum Description

The Bachelor of Science degree program in health services management requires the completion of 123 semester units with an average of 2.0 or better. This total of 123 semester units is broken down into the following: (1) Lower Division Courses—completion of 30 units consisting of 6 units each in English, economics, and accounting; and 3 units each in mathematics, history, statistics, and information science. (2) Upper Division Courses—completion of 33 units consisting of 6 units of required upper division courses; and 27 units in health services management courses. The health management courses consist of Introduction to Health Services Organization, Finance, and Health Economics. Health Services Management, Group Dynamics or Bioethics, Health Law & Legislation, Marketing in Health Care, plus 2 additional administration electives. (3) General and Health Services Electives—the remaining 60 units for the degree can be chosen from additional upper-level courses offered by the other divisions of the University or specific health management electives.

In addition, Golden Gate University is a provider of continuing education for registered nurses.

Admission Procedures and Requirements

Students with a grade point average of 2.0 or better will be admitted with transfer credit from an accredited community college, four-year college, and university.

High school students (graduates) without transfer credit are also accepted. They must have at least 14 semester grades of A or B in academic subjects in the last three years of high school, or score satisfactorily on the SAT, ACT, or SCAT (Form IC).

Opportunities for Financing Education

All financial aid inquiries should be directed to the Financial Aid Office, Golden Gate University, 536 Mission Street, San Francisco, CA 94105.

The majority of financial aid is in the form of grants, loans, and work-study programs.

Opportunities After Graduation

Golden Gate University maintains a Career Planning and Placement Center which provides career information and job placement service, without charge, to current students, graduation candidates, former students who have completed a minimum of 12 units at the University, and lifetime service to alumni.

GOLDEN GATE UNIVERSITY

Faculty Information

Golden Gate University provides the unique opportunity for students enrolled in the Bachelor of Science program in Health Services Management to receive classroom preparation by full-time University faculty and by experienced health practitioners who are employed in all areas of the health care industry. These practitioners are experts in their respective fields and highly qualified by way of academic preparation and teaching ability. This allows the direction of the course work to be practical and applicable to the student's current or future career activities. A practitioner/faculty advisory committee for the program also ensures that courses are updated continually to reflect the rapidly changing current issues in health care.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.	123 units/ 3 yrs.	6 mos.	10/50	30	N/A	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$85/credit hr.		N/A	$200.	$18.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
rolling admissions		$25.	5 weeks	6 weeks	4 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	10	Sept.
			10	Jan.
			10	June

GOVERNORS STATE UNIVERSITY

Kenneth R. Whittemore, Ph.D., Division Chairperson
Health Services Administration
School of Health Sciences Professions
Park Forest South, Illinois 60466
312-534-5000, ext. 2494

Address inquiries to:
Kenneth R. Whittemore, Ph.D.
Division Chairperson
at the program address

Program Information

Governors State University (GSU) is a commuter institution for community college graduates and others to pursue further studies conveniently. Serving the south Chicagoland area, GSU is a senior-level university with innovative and flexible programs geared to students with diverse backgrounds, including the older, employed, work-oriented students. Classes are scheduled during the day and evening hours.

Curriculum Description

The health services administration major is designed to prepare students as administrators or management personnel for a variety of health care delivery settings. Governors State University offers the Bachelor of Health Science degree in Health Services Administration.

Basic core courses represent 50% of the upper-division curriculum. Field experiences and practicum/residency requirements are introduced after core requirements have been met.

Admission Procedures and Requirements

There are no special admission or application requirements for the undergraduate beyond those established by the University. Lower-division study and/or work experience in allied health or management areas is encouraged. Students are admitted on a first come-first served basis, who have earned 60 or more semester hours with a C or better average.

All applicants should have application material—including transcripts, a supplemental application, and a portfolio if assessment is required—on file no later than the end of October if applying for the winter trimester, the end of February if applying for the spring/summer trimester, and the end of June if applying for the fall trimester.

Opportunities for Financing Education

Financial aid is available. Teaching and research assistantships are also available. Admission is not affected by an applicant's ability to pay.

Opportunities After Graduation

The University maintains a Placement Office to assist graduates in obtaining employment both locally and nationally.

Faculty Information

The program itself has six full-time faculty: a health economist, an organization specialist, a medical sociologist, an experienced hospital administrator, a health planner, and an HMO specialist. Significant portions of the core are taught by faculty in the College of Business Administration. Community Professors are used when their training and experience enables them to make a unique contribution to the program.

GOVERNORS STATE UNIVERSITY

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.H.S.	16 mos.	4 mos. concurrently	13/37	34	11	85

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,233.	$3,699.	N/A	$400.	$72.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
rolling admission		N/A	within 30 days		acceptance by registration

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none		N/A	30	Sept. Jan. May

HERBERT H. LEHMAN COLLEGE, CITY UNIVERSITY OF NEW YORK†

Ruby Neuhaus, Ph.D., Chair
Health Services Administration Program
Bedford Park Blvd. West
Gillet Hall, Room 422
Bronx, New York 10468
212-960-8775

Address inquiries to:
Ruby Neuhaus, Ph.D.
Chair, Dept. of Health Services/
Health Services Adm. Program
at the program address

Program Information

Herbert H. Lehman College is a comprehensive senior liberal arts college of the City University of New York. It offers both undergraduate and graduate degree programs. The Lehman College Health Services Administration Program incorporates a broad foundation of learning in the liberal arts and sciences with specialized education in professional health services administration.

The integration and synthesis of health services administration education includes both theoretical, conceptual, academic curriculum, and field work practice. The program prepares students for both employment in health administration and for graduate school.

Curriculum Description

The Bachelor of Science (B.S.) degree at Lehman College requires a minimum of 128 credits combining broad liberal arts background with a professional course sequence. Courses are offered both during the day and evening sessions.

The Health Services Administration Program (HSA) involves a 70 credit concentration. Students also have the option of taking the Health Care Team Option within the structure of the Interdisciplinary Health Care Team Program which includes both classroom and field placement experiences focused on team collaborative education. The major goal of the Health Professions Institute is to train a group of professional students from four disciplines: health services administration, social work, nursing, and medical students from Albert Einstein College of Medicine. These students are taught through a special curriculum to function effectively in health teams in order to provide comprehensive health care.

The Health Services Administration Program curriculum is rooted in the social sciences and stresses the development of conceptual skills needed for management and for policy-determining roles in planning and administration in health agencies. The program course work culminates in a two-semester internship-field placement in a health service facility or agency for two days a week where practical skills are added to the students' theoretical base.

Admission Procedures and Requirements

A student who wishes to apply for the Health Services Administration Program must first complete 30 credits and have maintained a cumulative index of 2.5. Transfer credits are awarded for equivalent courses from an accredited college or university.

Opportunities for Financing Education

Financial assistance of some kind is provided for about 80% of the student body. The sources include such programs as Tuition Assistance Program (TAP), the New York State Regents College Scholarship, special grants such as Basic Educational Opportunity Grants (BEOG), student loans, and college work-study programs. In the health area, Hospital League/District 1199 Training and Upgrading Fund has a special membership tuition reimbursement policy, as do several health institutions and facilities in the immediate neighborhood of the College.

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†Full AUPHA Member.

HERBERT H. LEHMAN COLLEGE

Opportunities After Graduation

Lehman College maintains a Career Center which provides career information and keeps student references on file for employers or graduate schools. The health services administration program prepares students for potential employment in a wide variety of health institutions and agencies.

Faculty Information

The Health Services Administration Program at Lehman College includes four full-time faculty members and six adjunct faculty. Each of the full-time faculty has a doctorate in different areas of specialty in health administration offering the students a broad orientation to the health field. The adjunct faculty are experienced health practitioners who are experts in their fields.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
B.S.	8 sems.	2 sems.	190/50	85	130	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$462.50 (semester)	$712.50 (semester)	N/A	$85.	$25.50

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
rolling admissions		$20.	open	open	open

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	50	Sept.

ITHACA COLLEGE†

Stewart Auyash, Ph.D., Chairman
Administration of Health Services Program
School of Allied Health Professions
Ithaca, New York 14850
607-274-3355

Address inquiries to:
Stewart Auyash, Ph.D.
Chairman, Assistant Professor
at the program address

Program Information

Founded in 1968, Ithaca College's Administration of Health Services (AHS) program is one of the oldest undergraduate programs in health care administration in the United States. The program prepares students for either an entry-level position in a health facility or agency and/or graduate school in health administration or a related discipline. AHS is one of four units in the School of Allied Health Professions (SAHP), along with programs in medical record administration, physical therapy and speech pathology, and audiology. Philosophically, the program's location in SAHP serves as a reminder to AHS students and faculty that the delivery of health care is a cooperative effort and that the student must acquire managerial skills that will help him to function as a team member. AHS also offers a gerontology minor for all students interested in working with the elderly.

Ithaca College has 4,800 students and is located in the heart of the beautiful Finger Lakes region of upstate New York.

Curriculum Description

The AHS program offers a Bachelor of Science degree. The curriculum is a blend of professional and liberal arts courses. The core curriculum, consisting of AHS courses and courses in the School of Business Administration, comprises 50% of the curriculum. Electives make up at least 15% of the curriculum. The program also requires two summer administrative internships (each for a minimum of 8 weeks).

Ithaca's letter grade systems range from A+ to F. With permission, individual courses may be taken on a pass/fail basis.

Admission Procedures and Requirements

Ithaca College considers each student's secondary school record, other college records (if any), and scores on the Scholastic Aptitude Test (SAT). A combined verbal and math total of 1000 is considered respectable. There is, however, no minimum cutoff score. Applicants for the AHS program should have strong verbal and written skills.

Opportunities for Financing Education

Ithaca bases its awards of financial assistance on demonstrated financial need as well as academic performance or promise. Applicants must forward a Financial Aid Form (FAF) to the College Scholarship Service in Princeton, New Jersey. Most financial aid "packages" offered by Ithaca consist of a combination of scholarships, campus jobs, and student loans. It is possible to qualify for admission but not to receive aid.

Opportunities After Graduation

The College's Office of Career Plans assists students in applying to graduate school and preparing resumes for employment interviews. The AHS program's alumni and preceptors also periodically provide the program with information about possible employment opportunities for students and graduates. AHS graduates hold a variety of responsible positions in hospitals, long-term care facilities, public health agencies, PSROs, planning agencies, group practices, and voluntary health agencies. AHS alumni have attended over 20 of the accredited graduate programs listed in this directory and a number of other programs in related fields such as law and public administration.

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†Full AUPHA Member.

ITHACA COLLEGE

Faculty Information

In addition to two full-time faculty, the program also utilizes practitioners in the community as adjunct faculty to teach specialized courses.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.	36 mos.	4 mos.	80/1	52	3	68

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$5,526.	$5,526.	$1,168/$1,322.	$240.	$70.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
rolling admissions		$20.	rolling admissions		rolling

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$200.	5/15	up to $120. at discretion of college	20–25	Aug.

UNIVERSITY OF KANSAS

Sue Conoley, Ed.D., Chairman
Department of Allied Health Sciences
School of Allied Health
39th and Rainbow
Kansas City, Kansas 66103
913-588-7180

Address inquiries to:
the program address

Program Information

The Allied Health Sciences degree program is designed to prepare health care practitioners for increased responsibility and leadership in their field. The program was established in the School of Allied Health to provide advanced competencies for allied health professionals interested in management opportunities.

Curriculum Description

The Bachelor of Science in Allied Health degree is an upper division major which is designed to follow lower division general education and professional requirements. The program is organized into three components. Component I consists of lower division general education courses. Component II contains the professional courses in a specific allied health occupation. Component III includes the upper division major, specified support courses and electives. The major includes 15 credit hours of core courses focusing on the characteristics of the health care system and the professionals operating within it. The administration course work includes the traditional areas of management, e.g., financial, personnel, and organizational processes, among others. A supervised practicum and senior seminar are tailored to the individual student. Allied health administration course work comprises at least 9–15 credit hours. In addition, electives are chosen to increase knowledge in specialized areas of interest. Since a large percentage of the students are employed concurrently, many evening classes are offered.

Admission Procedures and Requirements

Admission to the program requires completion of Components I and II, a minimum GPA of 2.0, and admission to the School of Allied Health. Students entering the program have had a variety of allied health training including: Radiologic Technology; Emergency Mobile Intensive Care; Cytotechnology; Histological Technology; Nuclear Medicine Technology; Radiation Therapy Technology; Special Radiographic Procedures and Ultrasound Technology. Students who obtained their clinical education in an institution other than a college or university may request college credit for that education.

Opportunities for Financing Education

Many types of grants, scholarships and loans are available. In addition to the federal programs, there are Institutional Scholarships and Endowment Loans made possible by the University of Kansas Alumni Foundation. Application for grants, loans and scholarships should be made in late winter for the following fall term.

Opportunities After Graduation

Graduates of the Allied Health Sciences program are employed in a variety of settings according to the discipline which include hospitals, health maintenance organizations, long-term care facilities, vocational-technical schools, emergency care organizations, and private practice.

UNIVERSITY OF KANSAS

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
B.S.	N/A	N/A	1/6	4	0	52

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$750.	$2,200.	N/A	$300.	$55.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
N/A	N/A	N/A	N/A	N/A	N/A

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
N/A	N/A	N/A	10–15	Aug.

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UNIVERSITY OF KENTUCKY

David E. Berry, Dr.P.H., Chairman
Department of Community Health
College of Allied Health Professions
103 Medical Center Annex 2
Lexington, Kentucky 40536-0080
606-233-6361

Address inquiries to:
David E. Berry, Dr.P.H., Chairman
at the program address

Program Information

The Department of Community Health at the University of Kentucky offers the Bachelor of Health Science degree with a major in health administration.

Curriculum Description

The health administration curriculum includes courses and a field practicum designed to achieve four outcomes. Each student will be expected to demonstrate ability in each of these areas of competency: (1) contexts of organized health services, (2) health, disease, and technology, (3) health organizations and administrative functions, and (4) methods of health administration. The departmental curriculum is designed to build upon University general studies requirements including human biology, calculus, economics, political science, and behavioral science. This is accomplished through a college core curriculum and fourteen health administration and planning courses addressing theory and professional practice. All students must complete a one semester health administration field practicum and collateral courses in statistics, accounting, and administrative behavior. The curriculum is completed with elective courses in areas addressing student interests.

Admission Procedures and Requirements

Enrollment in the department is a three tier process. All students must meet the general admission standards of the University of Kentucky. Following admission to the University, students may enter the College of Allied Health Professions as pre-professional students. As pre-professional students they are advised by departmental faculty and may complete three introductory courses in the department. In order to become professional students in the department, students must complete an application, a statement of career interests, and an interview with the chairman or his designee. Prior to application the student must have completed at least 30 semester hours of prerequisite work including five specific courses. Application materials will be accepted for three admissions cycles per year: Fall semester (June 1), Spring semester (October 1), and Summer semester (April 1). Prospective students are advised to consult with the department early in their college careers.

Opportunities for Financing Education

Scholarships at the University of Kentucky are supported by gifts from friends and alumni of the University, and from funds provided by the University in support of its scholarship program. Consequently, the number of scholarships available at any one time depends upon the extent of private giving and the ability of the University to provide funds from other sources. Students in the program may be eligible to receive assistance through the following programs: Freshman Scholarships, Upperclass Scholarships, Basic Educational Opportunity Grants, Supplemental Educational Opportunity Grants, Kentucky Higher Education Assistance Authority Grants, Honors Loans, National Direct Student Loans, the State Guaranteed Loan Program, and the Allied Health Emergency Loan Fund. Student employment is also possible through the College Work Study Program and the Student Employment Service. Additional information may be obtained through the Office of Student Financial Assistance.

UNIVERSITY OF KENTUCKY

Opportunities After Graduation

Well prepared leaders who contribute to the planning, financing, directing, coordinating, managing, and evaluation of health services are needed throughout the health field. Graduates of the program will be employed in entry and middle management positions in organizations such as hospitals, nursing homes, primary care centers, medical group practices, insurance corporations, public health agencies, mental health agencies, health maintenance organizations, and health planning agencies. The department, its advisory committee, and the University Placement Service will assist students in locating professional positions.

Faculty Information

The faculty includes full-time departmental faculty members in health administration along with joint appointment faculty from other college departments, the University Medical Center, and the main campus. Practicing health administrators and state government officials participate in the curriculum in their areas of competence. All faculty pursue health administration research and service activities in their areas of expertise.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.H.S.	23 mos.	4 mos.	24/3	14	1	N/A
B.H.S. (non-traditional)	36 mos.	4 mos.				

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$846.	$2,270.	$2,000.	$350.	included in tuition

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	6/1	none	4 weeks after deadline	6 weeks after deadline	2 weeks after notification

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$150.	30 days prior to class	first day of class	25	Aug.

LASALLE COLLEGE

Anne Walsh, M.S.W., Program Coordinator
Health Care Administration Program
20th Street and Olney Avenue
Philadelphia, Pennsylvania 19147
215-951-1024 or 951-1057

Address inquiries to:
Brother Gerald Fitzgerald, F.S.C.
Admissions Office
A23 Olney Avenue

Program Information

The health care administration program was initiated by the School of Business Administration in the Spring of 1981, and is administered through the Department of Accounting in the School of Business Administration.

The program is designed to prepare students for entry level positions in health care administration. Conceptually, the program is designed to augment the student's functional specialization with elective courses in health care administration.

Curriculum Description

The program in health care administration is composed of general education, distribution, departmental major courses, and elective courses in health care administration.

Students enrolled in the health care administration program may elect to specialize in health care financial management or health care planning. The health care financial management option consists of a core of five elective courses with a specific focus on the financial management of health care institutions. The generalist option consists of a core of four elective courses with a specific focus on health care planning and marketing. Additional health care electives may be selected from other departments within the college.

Admission Procedures and Requirements

Applicants to the freshman class are required to take either the American College Testing Program or the Scholastic Aptitude Test given by the College Entrance Examination Board.

The committee on admissions considers qualified applicants for acceptance any time after the completion of the junior year. Applicants may secure application materials directly from the Office of Admissions, La Salle College, Philadelphia, Pennsylvania.

Opportunities for Financing Education

Inquiries about scholarships, grants, loans, and work-study programs may be obtained from the Financial Aid Office, La Salle College, Philadelphia, Pennsylvania.

Opportunities After Graduation

The Career Planning and Placement Center offers individual and group sessions in Career Planning. In addition, the center is actively involved in student placement with area employers.

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LASALLE COLLEGE

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
B.A.	12 mos.	3 mos.	N/A	N/A	N/A	N/A
B.S.	15 mos.	13 mos.				

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$4,150.	$4,150.	$1,400.	N/A	$50.

APPLIÇATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
9/1	8/15	$20.	4–6 weeks	9/1	90 days

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
$100.	N/A	nonrefundable	N/A	Sept.

UNIVERSITY OF LAVERNE

Carmel Marti Day, Ph.D., Academic Director
Health Care Management and Administration Programs
1950 Third Street
LaVerne, California 91750
714-593-3511 ext. 249 or 231

Address inquiries to:
Carmel Marti Day, Ph.D.
at the program address

Program Information

The University of LaVerne provides a Bachelor of Science Degree in Health Care Management. This program is designed to enable health professionals to become more effective supervisors and managers in any health care setting. Applications combined with theory is the program emphasis.

Curriculum Description

The B.S. degree in Health Care Management has a required component of 28 semester hours which covers economics, accounting, finance, statistics, interpersonal relations, and a Senior Project. The electives (16 semester hours; 44 semester hours program total) cover decision making, personnel, legal aspects, sociology of medicine, and other relevant subjects. Emphasis in aging or education are available.

Admission Procedures and Requirements

The B.S. degree in HCM is open to those from a health care background who possess basic skills congruous to a college program of study.

Financial Aid

Aid to our students is available through the following means: California State Grants, Pell (BEOG), SEOG, NDFL, College Work Studies, ULV Trustee Grants and Merit Scholarships, and GSL. All are based on need, and consist of Federal, State, and Institutional support.

Opportunities After Graduation

The program director and faculty serve as strong resources for student placement in addition to the Career Placement Center. ULV graduates are highly sought after in such areas as teaching, hospitals, HMOs, community health organizations, industry, consulting, nursing homes, and federal, state and local health programs.

Faculty Information

The faculty is chosen for their knowledge of the health care arena combined with teaching skills. They are multi-disciplinary, from departments such as Behavioral Science, Economics and Business, and Public Administration. Part-time faculty are primarily from administrative sectors of the health care industry, e.g., Administrators, Personnel Directors, CEOs, and other levels of top management. An advisory board composed of leaders in health care delivery provide current curriculum and content guidance to ensure program(s) relevance.

UNIVERSITY OF LAVERNE

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
B.S.	24 mos.	N/A	10/153	150	25	100

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
N/A	$320./per 4 unit course	N/A	$300.	$150.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
N/A	open	$120.	6 weeks after application	N/A	N/A

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
N/A	N/A	prior to registration	8–12	Sept.

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UNIVERSITY OF LOWELL†

Program in Health Services Administration
Department of Health, Weed Hall
Lowell, Massachusetts 01854
617-452-5000

Address inquiries to:
the program address

Program Information

The baccalaureate program in Health Services Administration at the University of Lowell prepares students for entry-level management positions in a variety of health care organizations including hospitals, nursing homes, health centers, hospices, HMOs, regional health planning agencies, community mental health centers, boards of health and other community-based agencies.

The program is located in the College of Health Professions of the University of Lowell.

Curriculum Description

The curriculum of the program in Health Services Administration includes the general education requirements of the University, core courses within the College of Health Professions, and professional courses, some of which are in the College of Management Science.

Admission Procedures and Requirements

At the present time applications to the baccalaureate program in Health Services Administration at the University of Lowell are only accepted from transfer students. Those interested should write to the address above for information.

Opportunities for Financing Education

Information on financial aid should be obtained from the Director of Financial Aid of the University who can supply details on the available assistance programs.

Opportunities After Graduation

Graduates of the baccalaureate program have found employment as entry-level managers in hospitals, nursing homes, health systems agencies, mental health centers, and a number of community-based agencies. The Placement Office of the University works in conjunction with the department to provide placement seminars and workshops and to develop contacts with potential employers.

Faculty Information

Full-time faculty have expertise in the components of Health Services Administration. Faculty are active in community and professional service, health administration research, and publishing.

The Research Foundation at the University of Lowell provides a wide range of services and support for research conducted within the University.

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†Full AUPHA Member.

UNIVERSITY OF LOWELL

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.	33 mos.	6 mos.	13/0	7	2	75

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
N/A	N/A	N/A	N/A	N/A

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)

program will only accept transfer students

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	N/A	N/A

MEHARRY MEDICAL COLLEGE—
FISK AND TENNESSEE STATE UNIVERSITIES†

Donald T. Watson, J.D., M.P.A., Director
Division of Health Care Administration
and Planning
Meharry Medical College
1005 Eighteenth Avenue, North
Post Office Box 63-A
Nashville, Tennessee 37208
615-327-6275

Address inquiries to:
Ms. Jeno Hockett, Meharry
Medical College, Division of Health
Care Administration
Office of Admissions, Tennessee State
University, Nashville, Tennessee 37203
Office of Admissions, Fisk University
Nashville, Tennessee 37208

Program Information

The Division of Health Care Administration and Planning, under the auspices of the Department of Family and Community Health, is a joint effort between Meharry Medical College, Tennessee State University and Fisk University to provide undergraduate education in health care administration. The purpose of the division is to provide individuals from disadvantaged groups with an opportunity to gain knowledge and skills in health management that would enable them to perform administrative functions in hospitals, neighborhood health centers, nursing homes, and other health facilities to insure the delivery of better and more adequate health services in their community.

Curriculum Description

The Health Care Administration and Planning Division curriculum varies according to the undergraduate institution in which the student is enrolled. Courses are open to any Meharry, Fisk, or Tennessee State University students and are conducted on a semester basis at Meharry.

Tennessee State University will award the Associate of Arts degree after satisfactory completion of 73 semester hours of requisite course work including one summer field placement. The Bachelor of Science degree at Tennessee State University provides instruction in health management, decision making, and the health planning area.

Fisk University will award the Bachelor of Arts degree in health care administration and planning upon satisfactory completion of 124 semester hours including one summer field placement. The curriculum content is essentially the same as that of Tennessee State. Majors and minors in the Division of Health Care Administration and Planning must meet the academic requirements of the school awarding the degree and the certifying requirements of Meharry Medical College.

Admission Procedures and Requirements

Students must: fill out completely the application form from either Fisk or TSU and Meharry; submit all records of previous educational experiences; take necessary pre-entrance examinations; return all materials for admission to the Division of Health Care Administration and Planning, Meharry Medical College, with a $15 application fee for Fisk University or for Tennessee State University.

The Admissions Committee of the Health Care Administration and Planning Division will consider applications of candidates who present the following qualifications: (1) acceptance into Fisk or Tennessee State University and (2) a high school or prior college grade point average of at least 2.50 on a 4.00 scale. Consideration will be given to relevant life or work experience when considering applicants who fall below this requirement.

Two letters of recommendations from persons who have known you for at least two years; and interview on campus or by an out-of-state agency named by the Committee on Admissions.

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†Full AUPHA Member.

MEHARRY MEDICAL COLLEGE

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.A.	32 mos.	2 mos.	60/0	34	N/A	73
B.S.	32 mos.	2 mos.	158/7	94	N/A	

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$363.	$1128.	$860.	$350.	N/A

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
Feb.	Dec.	$15.	none	8/31	30 days

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	38	Aug.

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METROPOLITAN STATE COLLEGE†

Olga Miercort, R.N., M.S.
Chairman of Nursing and Health Care Management
1006 11th Street
S.O. Building, Room 226
Denver, Colorado 80204
303-629-3131

Address inquiries to:
Hilda Grey, M.S.H.A.
at the program address

Program Information

Metropolitan State College in Denver, Colorado offers an undergraduate program in Health Care Management. The program is designed to prepare professionally competent individuals for direct entry into middle management responsibilities within the health care arena. Health care managers are employed in a variety of facilities and organizations—hospitals, nursing homes, health departments, educational institutions, and governmental agencies at local, state, and national levels.

Curriculum Description

The degree program is designed to give individuals basic knowledge and skills in middle management as it relates to the broad spectrum of health care. The health care management major consists of the following courses: Health Care Systems, Health Care Organization, Management Principles in Health Care, Health Care Jurisprudence, Health Care Economics, Personnel Management in Health Care, Financial Management in Health Care, Research, and a Health Care Management Practicum.

In addition to the above courses, students are required to take the following support courses: Principles of Accounting, Principles of Information Systems, Introduction to Statistics, and Microeconomics.

Admission Procedures and Requirements

In order to be admitted into the health care management major curriculum, individuals must: possess an associate degree from an accredited college with a major emphasis in a health or health related field or have a minimum of one year working experience in a health care facility, be of junior standing, send two transcripts from all professional schools and colleges attended (one copy for the Department of Nursing and Health Care Management and one official copy for the Office of Admissions and Records), apply for admission to the college through the Office of Admissions and Records not later than four weeks prior to the beginning of the semester for which admission is sought, and call the Department of Nursing and Health Care Management for an appointment with a faculty member for academic advising prior to registering for courses in the college.

Opportunities for Financing Education

Contact the Office of Financial Aid for information on grants, loans, and work study programs.

Opportunities After Graduation

The Placement Office assists students and alumni of Metropolitan State College in securing employment. The Placement Office also conducts professional job-hunting techniques seminars, arranges interviews for prospective employers to meet with interested candidates, and sends notices of job vacancies to job candidates.

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†Full AUPHA Member.

METROPOLITAN STATE COLLEGE

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program Didactic	Typical Length of Program Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.	36 mos.	4 mos.	38/55	79	9	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition Resident	Tuition Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$678.	$2,840.	no campus housing	$350.	$100.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application Earliest Date	Filing of Application Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants Earliest Date	Decision Notice to Applicants Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
anytime	8/15	$10.	varies	beginning of classes	one semester

Deposit to Hold Place in Class Applied to Tuition	Deposit to Hold Place in Class Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	50	Sept.

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UNIVERSITY OF MISSOURI—COLUMBIA

Gordon D. Brown, Ph.D., Professor and Director
Health Services Management
403 Noyes Building
Columbia, Missouri 65211
314-882-6178

Address inquiries to:
Admissions Coordinator
at the program address

Program Information

The Health Services Management Baccalaureate Degree Program is designed to prepare individuals for careers in the field of health administration. Typical organizations in which graduates of the program gain employment include hospitals, nursing homes, clinics, governmental agencies, non-profit organizations, and other health related entities. This degree also prepares individuals for further specialization at the graduate level. The program awards the Bachelor of Health Science (B.H.S.) degree and is located in the University's School of Health Related Professions. Established in 1980, the program accepts approximately twenty to twenty-five students each fall semester.

Curriculum Description

The baccalaureate program curriculum focuses on a combination of health and general business administrative course work. A total of 120 semester credit hours are required for graduation and these hours are distributed as follows: general education–35 hours; quantitative/business skills–27 hours; health services management core–30 hours; professional electives–18 hours; and free electives–10 hours. Students may utilize the professional elective course work to develop a specific area of concentration or may choose to enroll in a broad range of professional elective courses. Specific areas of concentration available include community health, finance/accounting/data systems, long-term care administration, marketing/public relations, personnel administration, and planning/policy/regulation.

A three-credit hour, eight week practicum in a health care facility or agency is required for those students who have not had previous management experience in a health care institution. This practicum is typically completed during the summer between the junior and senior years although a student may opt to take it following the completion of his/her didactic work.

The Health Services Management Program has affiliation with and access to many important resources that facilitate the learning capacity of the baccalaureate program. The University Hospital and Clinics, the School of Medicine, and the Health Services Research Center are located on the University campus, and the State Capitol, which is home for many health-related agencies and organizations, is a short distance from campus.

Admission Procedures and Requirements

Applicants must have completed a minimum of 57 semester credit hours, earning at least a 2.5 cumulative grade point average in order to qualify for admission to the baccalaureate program. Work experience in the health care industry is desirable, but not required.

Applications to the program are accepted throughout the year, however individuals are encouraged to apply by March 1 of his/her sophomore year. Students who identify Health Services Management as an area of interest early in his/her career may be accepted for advisement by the program faculty before making application.

UNIVERSITY OF MISSOURI—COLUMBIA

Opportunities for Financing Education

Each student should determine the financial requirements necessary to complete the B.H.S. degree. Specific information outlining University administered financial aid may be obtained from the Financial Aid Office, 3 Jesse Hall, University of Missouri-Columbia, Columbia, Missouri 65211. Four basic types of financial aid are available for undergraduate students: (1) scholarships, (2) grants, (3) loans, and (4) work-study employment. In order to receive full consideration for the academic year, students should complete and submit all required forms to the Financial Aid Office by the preceeding April 15. For students who apply at any other time during the year, applications will be processed according to the date forms are received and if money is available.

Opportunities After Graduation

Throughout his/her academic career, students are encouraged to develop employment contacts, especially during the practicum experience. In addition, the Health Services Management Program maintains an active placement service for students and alumni seeking employment opportunities. This placement service is able to provide a wide range of career opportunities through the contacts provided by regular and clinical faculty members, alumni, and friends of the program.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
B.H.S.	18 mos.	3 mos.	30/0	25	0	74

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$510.	$1,530.	$1,650.	$300.	$24.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
Oct.	July	N/A	Oct.	within one month of interview	one month

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
$20. prepayment	1 mo. after student has been declared eligible	nonrefundable	20	Aug.

UNIVERSITY OF NEW HAMPSHIRE†

Lee F. Seidel, Ph.D., Chairperson
Health Administration & Planning Program
School of Health Studies
211 Hewitt Hall
Durham, New Hampshire 03824
603-862-2733

Address inquiries to:
Stanwood C. Fish
Director of Admissions
Thompson Hall
Durham, New Hampshire 03824
603-862-1360

Program Information

The Health Administration and Planning Program began in the fall of 1975. Two degree programs are available, both leading to the Bachelor of Science degree with major in health administration and planning.

Curriculum Description

The residential program is interdisciplinary, with students taking courses in many academic units of the University. Students gain a broad view of health and develop analytical skills in such areas as economics, sociology, politics, and management—all applicable to health organizations.

Secondary school students planning careers in health administration and planning should be taking courses in the social and biological sciences and in math. Volunteer and part-time work in health agencies is also helpful.

Health Administration and Planning students enroll in introductory and integrative health administration courses and complete a field practicum as well as courses from other areas and disciplines. Students develop specialized knowledge in an elective area such as hospital administration, long-term care administration, ambulatory care administration, health planning, mental health or finance. During the freshman and sophomore years, students complete courses in Health Care Systems, Public Health and Epidemiology, and Health and Medical Concepts. During the junior and senior years, students complete courses in Health and Hospital Administration, Health Planning, Financial Management of Health Care Institutions, Health Administration and Planning Methods, and Hospital and Health Care Delivery Agency Relations. All students develop skills in accounting, statistics, and organization behavior.

An essential part of the academic experience is a sixteen week full-time field practicum. This experience helps integrate classroom experience through a supervised work experience and allows the student to explore an area of specialized interest in more depth. Students are hosted by health institutions located in northern New England during the second semester of their junior year. Faculty arrange and supervise all field practicums. Students select senior year electives to compliment this experience.

The Health Administration and Planning major is approved by the New Hampshire Board of Nursing Home Examiners for licensure as a nursing home administrator.

The external degree designed for mid-career health professionals located in northern New England is described in the section on non-traditional education in this publication.

Admission Procedures and Requirements

Questions about admission, should be directed to the director of admissions (see above).

Opportunities for Financing Education

Work Study and other forms of financial assistance are available. Questions about financial aid should be directed to Director, Financial Aid Office, Thompson Hall, Durham, N.H. 03824; (603) 862-2221. The Health Administration and Planning Program is approved by the New England Regional Student Program of the New England Board of

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†Full AUPHA Member.

Higher Education. Under this program, residents from Maine, Vermont and Rhode Island matriculate at a reduced non-resident tuition level. Questions on the program should be directed to the Director of Admissions.

Opportunities After Graduation

Faculty augment the efforts of the Office of Career Planning and Placement with a formal placement program for all graduating seniors.

Faculty Information

Full-time faculty are actively involved in applied research and continuing education and actively participate with the northern New England health care industry. Adjunct faculty from the regional industry participate as lecturers on specific topics. Faculty serve as student advisors.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.	29½ mos.	4 mos.	94/75	140	2	91

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,750.	$4,850.	$2,274.	$250.	$207.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
8/30	2/1	$25. in state $10.	11/15	4/1	by 5/1

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
out of state $300. in state $100.	6/1	½ nonrefundable	14	Sept.

PARK COLLEGE

Eleanor J. McClenney, Director
Bachelor of Science in Management/Health Care
School for Community Education
Parkville, Missouri 64152
816-741-2000, ext. 103/104

Address inquiries to:
Eileen West
at the program address
816-741-2000, ext. 111/112

Program Information

Park College, School for Community Education is a new concept in higher education that is attempting to identify and meet specific educational needs of the community while striving to preserve the best of American educational tradition by adapting it to today's career needs.

There are over 17,000 enrollments at the Metro-Park program and at twenty-four military installations (Resident Centers). The students are striving to attain the Associate of Arts, Associate of Science, and/or the Bachelor of Science with 19 major fields offered.

The management/health care Bachelor of Science degree is offered at nineteen of the resident center sites. Park College, which includes all sites, is accredited by the North Central Association of Colleges and Schools.

Curriculum Description

The average percentage of curriculum represented by the core requirements is 40%; the remaining 60% of the curriculum is 30% required electives and 30% free electives.

The practicum/residency is required in the Senior Project which entails an examination of the operation of hospital departments. Working under the direction of a professional health care administrator, the student will prepare a written study for the purpose of the department, and analyze selected current and long-range problems. Emphasis in the project seminar will be placed on elementary management techniques, such as management by objectives, staffing estimates, and methods improvement and the presentation of a written report relating to demand, need, resource allocation, and quality control within a hospital department.

The grading system applies letter grades to academic work attempted by students. Grades carry grade points per credit hour. The grade point average (GPA) for each student is computed by dividing the sum of the grade points earned by the number of credit hours in which the student earned grades of A, B, C, D, or F. A grade point average of 2.0 or higher is required for good academic standing.

Admission Procedures and Requirements

In order to gain entrance a student must hold a high school diploma or equivalent and have demonstrated the ability to do satisfactory college work. Applicants who do not meet the above criteria may be considered individually.

Opportunities for Financing Education

The School for Community Education administers two sources of student financial aid. The School for Community Education will provide the Basic PELL Grant (BEOG) forms to the student and will process responses received from the PELL Grant Program. Federally Insured Students Loans (FISL) are available through a local bank, savings association, or credit union. The School for Community Education will cooperate with any student in processing the paper work for such loans.

Faculty Information

Park College has adjunct faculty located at each of the sites offering the management/health care program. These instructors/professors have master's degrees/doctorates in health care fields.

PARK COLLEGE

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
B.S.	46 mos.	2 mos.	215/675	53	82	91

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$60. per hr.	N/A	N/A	$250.	$35.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
present	each term	$35.	30 working days after evaluation	open	N/A

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
N/A	N/A	N/A	85	varies by Resident Center term dates

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PENNSYLVANIA STATE UNIVERSITY†

Stanley P. Mayers, Jr., M.D., Program Head
Health Planning and Administration Program
College of Human Development
Room 115
Human Development Building
University Park, Pennsylvania 16802
814-863-2859

Address inquiries to:
Office of Admissions
201 Shields Building
Box 3000
University Park, Pennsylvania 16802
814-865-5471

Program Information

The Health Planning and Administration Undergraduate Program is located in the College of Human Development of The Pennsylvania State University, which is located in University Park, Pennsylvania. The program was started in 1969 to train professionals in the areas of health planning and administration to prepare them for starting level jobs and careers in the health care industry.

Curriculum Description

More than one third of the credits required in the program are earned in the areas of communication skills, quantitative analysis, biological and physical sciences, social and behavioral sciences, and the arts and humanities. Credit requirements in the major include courses in medical care organization, health services policy issues, health care and medical needs, health planning, health management and epidemiology as well as related courses, selected with the adviser's approval, to develop competence in health planning and administration, and an understanding of the community context in which the services are delivered. The student is also permitted elective courses amounting to about 10% of the curriculum to investigate other areas of interest.

Admission Procedures and Requirements

Requirements for admission to the HPA undergraduate program include graduation from an accredited secondary school with successful completion of fifteen units of preparatory work and satisfactory scores in the Scholastic Aptitude Test. Each applicant is evaluated on the basis of the high school record and the results of the S.A.T. Applicants are encouraged to submit the results of the junior year S.A.T. All applications should be made to the Admissions Office of The Pennsylvania State University. Those received before December 1 of each year are ranked in order of an evaluation index.

Opportunities for Financing Education

Opportunities for financial aid include scholarships, grants in aid, loans, and work study programs. Applicants to the University will receive explicit instructions for applying for financial aid in the admissions packet accompanying the application for admission. The applicant's ability to pay does not affect his chance for admission.

Opportunities After Graduation

There are many and immediate opportunities for the graduate of the HPA program in such positions as health administrator or health planner in hospitals, health planning agencies, public health departments, and voluntary health agencies. A survey of the first 356 graduates of the program disclosed that over 80% were employed in health institutions and agencies. Each year the program sends out resumes on recent graduates to health agencies to assist in obtaining employment.

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†Full AUPHA Member.

PENNSYLVANIA STATE UNIVERSITY

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.	33 mos.	3 mos.	340/0	235	15	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$2,118.	$4,224.	$2,274.	$350.	misc.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
9/1	open	$20.	11/1	varies	by 3/1

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$52. enrollment $50. deposit $45. advanced housing	3/1	$50. by 7/11 enrollment fee not refundable	100	entry by term

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PROVIDENCE COLLEGE†

Robert A. English, M.S., Chairman
Health Services Administration Program
River Avenue and Eaton Street
Providence College (Howley Hall)
Providence, Rhode Island 02918
401-865-2370

Address inquiries to:
Admissions Office
Providence College
Providence, Rhode Island 02918
401-865-2141

Program Information

The Health Services Administration Program at Providence College is staffed on a non-departmental basis. The director responds directly to the Vice President for Academic Affairs.

The Health Services Administration Program is designed to prepare students for administrative duties through a curriculum balanced to provide an adequate background in business, liberal arts, and social, natural and behavioral sciences as well as in the major concentration of health services administration. The program is designed to prepare the student for entry into mid-management positions in the health care field or for further specialized study at the graduate level.

Curriculum Description

The Health Services Administration Program offers a Bachelor of Science degree in health services administration. Students may arrange an individualized program of study to combine health services with other departments on a dual major basis (e.g., health services and business, etc.). Educational tracks within the program offer additional concentrations in labor relations, personnel, finance and computer science.

Admission Procedures and Requirements

The program accepts both freshmen and transfer students from other colleges and universities. An applicant for the freshman class must have satisfactorily completed a college preparatory program in an accredited secondary school and must have completed 15 academic units in specified subject areas. The student must attain a satisfactory record on the Scholastic Aptitude Test (SAT) or in lieu of the SAT, the applicant must submit test results from the American College Testing Program. A recommendation from the applicant's school stating that he/she is both academically and personally qualified is also required. The transfer student must adhere to regular admission application procedures and in addition submit an official transcript of all work attempted at the college level. Transfer credits with a grade C or better are acceptable.

Foreign candidates must satisfy identical entrance requirements and present test results of the Test of English as a Foreign Language (TOEFL).

Opportunities for Financing Education

Providence College offers financial aid through the College Scholarship Service. The school offers: Providence College Achievement Scholarships, Providence College Grant-In-Aid (basis of need), Providence College Family Grants, The Martin Luther King Program, Supplemental Educational Opportunity Grants, Basic Educational Opportunity Grants, State Scholarships, Work-Study Program, Student Employment Program, National Direct Student Loans and Army ROTC Scholarships.

The applicant's ability to pay does not affect his/her chances for admission.

Opportunities After Graduation

Providence College offers a student counseling center to assist the student in his/her job search efforts. This center also assists with scheduling GREs, resume preparation, campus recruiting information and academic counseling.

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†Full AUPHA Member.

PROVIDENCE COLLEGE

Alumni have been instrumental in placing students following graduation. Adjunct faculty (working within the health care sector locally) assist in student placement through posting available position vacancies.

Faculty Information

In addition to the full-time faculty there are eight adjunct faculty members from local health service agencies, hospitals, Rhode Island Hospital Association, etc. who teach health services courses in the evening division. These courses are available to the full-time day student.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.	32 mos.	2 sem. part-time	46/0	29	2	63

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$5,278.	$5,278.	$3,100.	$200.	$389.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
9/1	2/15	$25.	12/15	2/15	5/1

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$150.	5/1	nonrefundable	30	Sept.

QUINNIPIAC COLLEGE†

Travis Hedrick, Ph.D., Chairman
Health Services Administration
Mt. Carmel Avenue
Hamden, Connecticut 06518
203-288-5252 ext. 494

Address inquiries to:
Travis Hedrick, Ph.D.
Chairman, Health Services Administration
at the program address

Program Information

The Department of Health Services Administration and Long Term Care Administration offers a B.S. degree in health services administration and programs leading toward a B.S. or B.A. degree in long term care and home care administration. Quinnipiac College works with the hospitals, long term care facilities and other health care systems in the state to provide field projects and internships in health services administration.

Curriculum Description

Health services administration and long term care and home care administration includes study in the School of Liberal Arts, Business Administration, and Health Services Administration. 122 credit hours are required for graduation selected in desired areas of concentration or electives. Health services and home care administration majors are required to complete one 3-credit hour field study in their senior year. Long term care administration majors are required to complete a two semester, twelve credit-hour internship in an approved long term care facility. It is permissible to fulfill the long term care internship in two summer sessions.

Admission Procedures and Requirements

Applications may be submitted through August 1, for the fall semester, but if dormitory accommodations are desired, application should be made in the November-January period prior to the fall semester in which a room is desired. All applicants must submit official reports of the Scholastic Aptitude Test of the College Examination Board on the test of the American College Testing Program.

Quinnipiac College accepts with advanced credit transfer students from accredited institutions. Advanced credit is allowed a transfer student if the course is appropriate to his chosen curriculum and the quality of the work is acceptable. Applicants for admission to bachelor degree programs should be graduates of approved secondary schools who have completed a minimum of 16 units including the following specified college preparatory units: English, 4 units; mathematics, 3 units; science, 2 units; history, 2 units; college preparatory electives, 5 units.

Opportunities for Financing Education

Quinnipiac College recognizes both the need and the obligation to provide financial assistance to worthy students. The College also recognizes the responsibility of the student and his parents to contribute toward his educational expenses to the fullest extent of their ability.

Scholarships, grants, loans, assistantships, and employment are available to assist worthy Quinnipiac College students in financing their education. To be considered for these awards, students must complete the Quinnipiac College application for financial aid and the Financial Aid Form (FAF). The FAF is then sent to the College Scholarship Service, designating Quinnipiac College as a recipient. This form is available at high school guidance offices or by writing to the College Scholarship Service, P.O. Box 176, Princeton, New Jersey 08540 or P.O. Box 1025, Berkeley, California 94704.

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†Full AUPHA Member.

QUINNIPIAC COLLEGE

Opportunities After Graduation

Graduates with bachelor's degrees in health services administration have, in addition to a general education, skills in health services systems, accounting, automation, personnel administration, and legal aspects in health delivery and health planning. Opportunities for employment exist in middle management areas of hospitals, such as finance, supply, personnel, housekeeping, ward management, medical records, out-patient, and as assistant administratorships. Other employing groups in Health Services Administration are: HMOs; Blue Cross, Blue Shield; private health insurance; rehabilitation centers; health planning agencies; community health centers; and state and local health agencies in public health and environmental health.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
B.S.	31½–35 mos.	1–6 mos. depending on major	71/24	67	5	60

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$4,900.	$4,900.	$1,920.	$300.	$280.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
11/1	8/1	$20.	12/15	rolling admissions	May 1 or 30 days

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
none	N/A	N/A	35	Sept.

SANGAMON STATE UNIVERSITY†

Henry W. Smorynski, Ph.D., Associate Professor and Convener
Health Services Administration Program
Health Science Professions Cluster
Shepherd Road, A-13
Springfield, Illinois 62708
217-786-6589

Address inquiries to:
Henry W. Smorynski, Ph.D.
Convener
at the program address

Program Information

Sangamon State University (SSU), a senior level university, serves students from community and other colleges. SSU is located in Springfield, Illinois, which is a medical center for central and southern Illinois. Therefore, this program is emphasized because of the local health care facilities, e.g., tertiary care hospitals, school of medicine and the state Public Health Department. The program is innovative and flexible in design to serve students with considerable health organization clinical experience but who are aspiring to a career in health services administration. The program can also meet the needs of students with little or no such experience. For the most part, students can continue their education without sacrificing current employment.

Curriculum Description

Sangamon State University offers the Bachelor of Arts (60 semester hours) and the Master of Arts (48 semester hours) in Health Services Administration. This program is designed to prepare middle managers at the bachelor's level and generalists at the master's level. Should a student desire to specialize in, for example, planning, financial administration, etc., the program can be customized to the student's wish. At the undergraduate level specialization is possible in conjunction with the University's Management Program. The University Applied Study Term is taken generally after completing at least 16 hours of core courses. The program core requirements constitute 24 hours of the 60 semester hours.

Admission Procedures and Requirements

The University requirement is that the applicant has satisfactorily completed at least 60 semester hours of work from an approved college and has maintained a C average or better.

Students are encouraged to apply by April 15 for the fall semester and by October 15 for the spring semester. Application material includes official transcripts, two letters of recommendation, and a career goal statement writing sample. Students are admitted either conditionally or fully upon a Program Committee examination of application materials. Students wishing to develop the strongest possible specializations at this undergraduate level should complete principle courses in accounting, economics and statistics prior to program entry.

At the undergraduate level the student must earn a C to obtain credit for a core course. An overall C average or better is required.

Opportunities for Financing Education

There are both non-need based and need-based programs. Graduate assistantships and research assistantships are available, e.g., grants, tuition waivers, scholarships, work study, loans, part-time employment, and veterans' benefits. The applicant's ability to finance his or her education does not affect his/her admission. Limited University housing is available.

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†Full AUPHA Member.

SANGAMON STATE UNIVERSITY

Opportunities After Graduation

Many of our students, especially at the master's level, are already employed in health care organizations. Students often seek upward mobility on the hierarchical ladder in administration. In addition, the University furnishes career advising, job placement, and job referral services, "Career Services Newsletter," and a credentials file. The Career Services and Placement Office within the Advising and Counseling Center includes, among other services, the following: life/career planning; vocational interest testing; job placement assistance; resume preparation; preparation of credential files; preparation for interviews; a bi-weekly job listing newsletter; and on-campus interviews by some companies or agencies.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.A.	20–22 mos.	2–4 mos.	35/25	32	4	88

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$640.	$1,836.	varies	$375.	$100.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
none	Jan. 15 Aug. 15	N/A	30 days	varies	within 30 days

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	25	Jan. Aug.

UNIVERSITY OF SOUTH DAKOTA

Sr. Mary Schneider, M.S.S., Chairperson
Health Services Administration Program
Division of Allied Health Sciences
Julian Hall, Room 319
Vermillion, South Dakota 57069
605-677-5654

Address inquiries to:
Sr. Mary Schneider
at the program address

Program Information

The University of South Dakota's program in Health Services Administration is a four year undergraduate course of studies. The major is in Health Services Administration with a Bachelor of Science in Allied Health Sciences. It is located within the Division of Allied Health Sciences. The program prepares persons for health administration careers in hospitals, nursing homes, clinics, and other health institutions or for graduate study in health facility and program administration, health planning, health systems research, and related fields.

Curriculum Description

The curriculum provides a liberal arts foundation, business administration background, a core of health administration courses and electives. The curriculum includes 54 hours of general education: Freshman English (6 hours), Social Science (12 hours), Humanities (12 hours), Mathematics (12 hours), and Natural Science (12 hours). The business administration background includes: Accounting (6 hours), Economics (5 hours), Organization Theory and Management (3 hours), Business Finance (3 hours), and Personnel Management (3 hours). Majors are required to take Health Services Systems (3 hours), Health Planning (3 hours), Health Services Financing (3 hours), and Health Resources Management (3 hours). Other electives in health administration are: Administration of Long Term Care Facilities, Services for Long Term Care Patients, Critical Issues in Aging, Health Economics, Research, Readings, Seminar in Behavior Management and Practicum in Health Services Administration.

Admission Procedures and Requirements

To enroll the applicant must submit the following to the Office of Admissions:

1. Completed application plus $15 application fee (non-refundable).
2. A complete high school transcript or in the case of a transfer student a complete transcript from each college, school or institution attended since high school.

All applicants are encouraged to apply at least four months prior to the planned date of attendance.

Opportunities for Financing Education

Financial aid is available to University students in the following ways: Scholarships, Basic Educational Opportunity Grants, Supplemental Educational Opportunity Grants, Guaranteed Student Loans, National Direct Student Loans, State Incentive Grants, and College Work Study Program. The financial aid program is organized as an integral part of the total educational experience. An attempt is made to assist deserving students with financial obligations and to contribute to their general development and learning.

Opportunities After Graduation

The program staff make available to students lists of resources for obtaining positions in hospitals, nursing homes, and other health institutions. Current job openings are listed on the bulletin board.

UNIVERSITY OF SOUTH DAKOTA

Faculty Information

The faculty come from within the University as well as throughout the State of South Dakota. A multi-disciplinary faculty hold adjunct faculty appointments and are employed full-time in the health delivery system.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
B.S.	36 months	optional	36/0	12	0	100

**ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$26.70/ credit hr.	$58.89/ credit hr.	$750/semester	$150/semester	$99.50/semester

**Tuition and fees are subject to change without prior notice.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
N/A	N/A	$15.00	N/A	N/A	N/A

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
N/A	N/A	N/A	20	N/A

SOUTHWEST TEXAS STATE UNIVERSITY

Vernon D. Seifert, Chairman
Departments of Allied Health Sciences
and Health Administration
Health Science Center
San Marcos, Texas 78666
512-392-1260

address inquiries to:
Vernon D. Seifert,
Chairman
at the program address

Program Information

Southwest Texas State University, located in the hill country of Texas in San Marcos, offers a Master of Science in Health Professions with a major in Health Care Administration. While many graduates assume executive positions in health institutions, the program is designed with its primary emphasis on meeting the needs of mid-career, mid-management people in the health field.

The master's program is non-traditional with the majority of teaching in off-campus locations taught by full-time faculty. All courses in the curriculum are offered in Temple, Austin, and San Antonio as well as on the main campus in San Marcos.

The majority of students in each degree track are actively engaged in health careers while attending school. Hence, more than 80 percent of the students attend classes on a reduced schedule, with normal progress towards degrees covering eighteen credit hours achieved in each academic year. In order to accomodate students attending school while working full time, the majority of the classes are offered on nights and weekends. Daytime classes are offered only on the main campus.

Qualifying students are able to enter the graduate degree track at the beginning of each of the four semesters offered in the academic year.

Curriculum Description

The Master of Science in Health Professions with a major in Health Care Administration includes 23 hours in the major with a fifteen hour minor. The majority of students elect a minor in Allied Health Education and/or Health Research. Allied Health Research with emphasis on research methodology, operations research, advanced statistical methods and computer applications is increasingly popular among students with a major in health care administration.

The master's is a 38 hour, non-thesis, non-residency program. More than ninety percent of the off-campus courses are taught by full-time faculty of the department. Students have the option of electing to take a "double major." The double major is achieved by completing twenty-three qualifying hours in each of two disciplines, a total of 46 qualifying hours instead of the customary 38.

Admission Procedures and Requirements

Students entering the graduate program must provide two official transcripts from each college or University attended. Such official transcripts, plus application, must be forwarded to the Dean, Graduate School, not less than thirty days prior to the beginning of each of the four semesters in the academic year, and GRE scores by end of first semester.

Admission requirements include a cumulative GPA during the last 60 hours of the undergraduate degree at 2.75 or better on a 4.0 scale. If this cumulative GPA is less than 2.75 but higher than 2.5, the student will still be eligible if the completed GRE has a composite quantitative and verbal score of 900 or better. Each applicant is evaluated by the chairman of the department and the program director prior to final acceptance.

Opportunities for Financing Education

Limited financial aid available to graduate students is based on need and includes the following: Supplemental Educational Opportunity Grants and Texas Public Educational

Grants. Loans include the National Direct Student Loan, the Hinson-Hazlewood College Student Loan Program, and the federally insured student loan program. Also available are a work study program and limited scholarships.

Opportunities After Graduation

The majority of our students remain in their present positions until after graduation. Upon graduation most students remain in the Texas area, advancing in levels of administrative responsibility following the completion of their degree requirements.

Faculty Information

With eighteen full-time faculty plus eight adjunct faculty in the program in professional studies, students are exposed to a broad range of disciplines encompassing all aspects of health administration as well as health research, quantitative measurement, computer applications in the health sciences as well as health education.

Major emphasis has been placed on faculty with extensive operational experience within their own chosen disciplines, to meet the particular needs of this non-traditional educational program.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.H.P.	16 mos.	N/A	58/230	158	9	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$150.	$1,440.	$2,694.	$400.	$428.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
none	30 days prior to start of each semester	N/A	20 days after application	N/A	one semester

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	40–45	Aug. Jan. May July

UNIVERSITY OF TEXAS—GALVESTON

Allen C. Meadors, Ph.D., Director and
Associate Professor
Health Administration
Department of Health Related Studies
Galveston, Texas 77550
713-765-3038

Address inquiries to:
Allen C. Meadors, Ph.D.
at the program address

Program Information

The Health Administration Undergraduate Program is located in the Department of Health Related Studies, The University of Texas School of Allied Health Sciences at Galveston, The University of Texas Medical Branch, Galveston, Texas 77550. The program's goal is to educate professionals in the area of health administration.

Curriculum Description

The curriculum includes 60 credit hours of general education courses and 65 credit hours in required and elective courses in health administration and related areas (i.e., Biomedical Statistics, Anatomy and Physiology). The general education courses are completed at any regionally accredited community college or senior level institutions with the final 65 hours taken at the University. Exceptional library and research resources are available on-campus. Students participate in a practicum during their last semester.

Admission Procedures and Requirements

Prior to admission into the professional curriculum in health administration, the student must have completed 60 semester hours credit in specific courses with a minimum of 2.0 grade point average on a 4.0 scale in all previous course work. A maximum of 22 hours credit can be granted for those students who have completed professional programs in nonacademic settings, such as hospital based programs in radiologic technology and diploma nursing.

Opportunities for Financing Education

Opportunities for financial aid include scholarships, grants-in-aid, loan and work study programs. Applicants to the University may obtain information by writing directly to the Financial Aid Office, Office of Student Personnel Services, The University of Texas Medical Branch, Galveston, Texas 77550.

Opportunities After Graduation

Graduates with a Bachelor of Science degree specializing in Health Administration find employment opportunities in health facilities (i.e. hospitals, HMOs, nursing homes), government (i.e. local, state and federal), and numerous health related organizations (i.e. Blue Cross, Consulting firms, private health insurance companies). The Office in Career Placement provides excellent assistance to graduates.

Faculty Information

In addition to full-time faculty, the program utilizes academically qualified practitioners from various areas of health administration.

UNIVERSITY OF TEXAS—GALVESTON

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
B.S.	19½	4½	7/39	33	14	79

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$100.	$1,200.	$1,600.	$250.	$300.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
none	8/1	$30.	completed evaluation	open	2 weeks

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
$30.	upon acceptance	upon graduation or withdrawal	30	Aug.

MEDICAL COLLEGE OF VIRGINIA/VIRGINIA COMMONWEALTH UNIVERSITY†

Jerry L. Norville, Professor/Director
Program in Long-Term and Health Care Management
Department of Health Administration
School of Allied Health Professions
MCV Station, Box 203
Richmond, Virginia 23298
804-786-9466

Address inquiries to:
Jerry L. Norville, Director
at the program address

Program Information

The program, which was established in 1973, leads to the award of the B.S. degree in Health Care Management. There are two major areas of concentration and a minor in health care management for students in other disciplines is also available.

Curriculum Description

The purpose of the concentration in Long-Term Care Administration is to meet management needs in long-term care facilities and organizations. Upon completion of the baccalaureate degree with this concentration, students are eligible to sit for the state nursing home administrators' licensure examination. Approximately 80% of our graduates are serving as administrators of nursing homes.

Health Care Management, a more general educational preparation, is a concentration for students seeking careers in health management appropriate to the baccalaureate level. Health care employees in various fields may enhance their opportunity to become middle managers through this educational preparation. The majority of our graduates in this concentration hold middle management positions in hospitals.

In addition to the two major areas, students in disciplines such as accounting or business may earn a *minor* in Health Care Organization and Management. The purpose of the minor is to provide students with coursework to meet growing needs in functional areas in the health care industry. For example, a number of accounting majors have taken positions in hospital accounting.

Degree candidates must satisfactorily complete 54 semester hours of required courses, and sufficient electives to achieve the minimum of 126 semester hours required for graduation. A 480 hour practicum in a nursing home or long-term care hospital is required for students in the long-term care concentration. This occurs between the junior and senior years. Additionally, students must maintain a cumulative GPA of 2.5 (4.0 scale) in order to graduate.

Admission Procedures and Requirements

Minimum requirements for admission are: 60 semester hours of undergraduate work with a 2.5 GPA on a 4.0 scale. Prerequisites are: 6 semester hours of accounting, 3 semester hours of economics, and an appropriate balance of liberal arts courses. Admission information can be obtained from the Dean of Admissions, MCV/VCU, Box 163, MCV Station, Richmond, Virginia 23298.

Opportunities for Financing Education

A variety of loans, grants, scholarships and employment may be available to help those students who demonstrate financial need. The means by which an applicant's expenses are paid does not affect his or her chances of admission. Application deadline for financial assistance of May 15, preceding the fall semester in which financial aid is sought, has been established. All inquiries relative to financial assistance should be directed to the Financial Aid Office, MCV/VCU, Box 244, MCV Station, Richmond, Virginia 23298.

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†Full AUPHA Member.

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Opportunities After Graduation

In Virginia, graduates are permitted to sit for the examination for licensure as nursing home administrators. Many graduates find employment in management positions in nursing homes and other long-term care institutions. Others hold middle management positions in other health care institutions. Employment opportunities in long-term care and other health care organizations at this time are good. The program serves as a "clearing house" for job opportunities to up-coming graduates and alumni.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.	18 mos.	3 mos.	18/7	14	3	53

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,060.	$2,300.	$2,000.	$600.	$350.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
1/1	7/15	$10.	21	7/31	30 days

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$50.	within 30 days of acceptance	nonrefundable	20	Aug.

WICHITA STATE UNIVERSITY†

Walter J. Wentz, Ph.D., Chairperson
Department of Health Administration and Education
College of Health Related Professions
Wichita State University
Health Sciences Building Room 401
Wichita, Kansas 67208
316-689-3626

Address inquiries to:
Walter J. Wentz, Ph.D., Chairperson
at the program address

Program Information

The program leading to a bachelor's degree in health care administration was established January 1, 1972. The program prepares students for the diverse challenges found in careers in the administration of hospitals, doctors' clinics, voluntary, private, or public health agencies, third party funding plans, nursing homes, and neighborhood health centers.

Curriculum Description

Since health care touches upon nearly every field of human activity, the program is designed so that a student may acquire a general education while developing professional competence. About one third of the required courses are general education courses in communications; humanities; social and behavioral sciences; natural sciences; and mathematics. Electives represent about ten percent of the coursework.

Six credit hours are granted for an internship required during the summer preceeding the senior year. These internships are developed jointly by the students and their advisors and are designed to augment the theoretical classroom education with a practical experience.

Admission Procedures and Requirements

In order to be permitted to enroll in the health care administration curriculum, students must be enrolled in or admitted to Wichita State University and must fulfill the following requirements: have completed a minimum of 24 credit hours of coursework; have an overall grade point average of 2.0 or above in all college work completed; have been admitted to the College of Health Related Professions; and have received consent from the Department of Health Administration and Education to enroll in courses constituting the Health Care Administration major.

Opportunities for Financing Education

Financial Assistance is provided to enable academically qualified students to obtain an education when their family resources cannot fully support a four-year college career. The financial aid program, administered by the University's Office of Financial Aid, offers information about scholarships, loans, and student employment. In addition, the College of Health Related Professions offers scholarships to undergraduates in the program who show considerable promise in their chosen field. A student organization, the Health Administration Association, developed over the years by interested and concerned students in the program, provides educational opportunities outside the classroom through interaction with professionals in the field.

Opportunities After Graduation

Although no program alumni association has yet been organized that would assist in placement, the program faculty is committed to counseling and assisting students in obtaining employment. Additionally, the University's Career Planning and Placement Center offers assistance in these matters.

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†Full AUPHA Member.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.	36 mos.	2 mos.	40/24	31	9	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$684.	$1,999.50	$3,000.	$450.	$246.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	open	none	N/A	N/A	open

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	5-10	Aug.

Health Services Administration Education Related Programs†

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†Programs offering degrees in areas related to health administration.

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DES MOINES AREA COMMUNITY COLLEGE

Richard J. Lintner, M.A.P.A., Program Chairman
Health Care Administration Program
2006 Ankeny Blvd.
Bldg. 6—Room 626
Ankeny, Iowa 50021
515-964-6305 or 6356

Address inquiries to:
Ms. J. E. Brown
Admissions Counselor
Ankeny Campus
Bldg. 2—Room 17G
515-964-5429 or 800-362-2127

Program Information

The Health Care Administration Program at Des Moines Area Community College, located in the Health Sciences Department, was begun in 1970 and has as its objectives the following: (1) to prepare at a para-professional level initial entrants into management positions in the Health Services Administration areas and (2) to meet the educational qualifications for licensure as a nursing home administrator. It should be noted that a significant proportion of the enrollees already hold baccalaureate degrees or more in other fields or are currently employed in the health service area and are seeking to upgrade themselves in their employment. The program specializes in long-term care administration. The majority of the students are part-time and approximately one-half are pursuing their work through extension from the Ankeny campus.

Curriculum Description

The curriculum which makes up the associate degree consists of 4 portions: the didactic (24 Cr.), the practicum, (24 Cr.), Accounting and Business Law, (12 Cr.), and the Liberal Arts "core" requirements, (35 Cr.). Students may pursue the didactic portion relating to the program either as on campus students or as extension students attending quarterly seminars and submitting weekly written assignments. Upon special arrangement a dual major within Human Services may be pursued. The practicum is begun in the second quarter and is continued until the program is completed. Students following the extension option may secure their Liberal Arts and Accounting and Business Law courses at the same time in colleges near their home.

Admission Procedures and Requirements

The college has an open door policy so that anyone meeting the general entrance requirements of a high school diploma or general education certificate will be admitted on a space available basis. The normal admission procedures are: (1) contact the Admissions Office; (2) complete Application for admission to the college and submit transcripts with $50.00 admission fee and transcript evaluation service fee; (3) when acceptance to the school is received acknowledgement is made by the student to the school; and (4) an appointment is scheduled with the Program Chairman to map specific course sequences prior to enrollment in courses. A unique feature of the program allows people with advanced educational and professional backgrounds to receive appropriate credit for prior accomplishments and to complete the course in a shorter length of time. A minimum of one year is normally required.

Opportunities for Financing Education

Students needing financial assistance may seek such aid through the College's Financial Aid office.

Opportunities After Graduation

The college assists graduates in job placement through its Placement Office. The majority of the graduates find their first job is in Iowa. The program also has an "informal" referral system for job openings. Younger graduates are strongly urged to transfer to 4-year colleges and complete their baccalaureate degree.

DES MOINES AREA COMMUNITY COLLEGE

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
A.A.	12 mos.	9 mos.	50/30	46	5	78

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$630.	$1260.	N/A	$180.	$50.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	open	$50.	3 mos.	N/A	2 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	39	quarterly

IV. MASTER'S PROGRAMS IN HEALTH SERVICES ADMINISTRATION‡

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‡See also Section V, pages 251–262, for non-traditional (off-campus, external degree) options for master's level education in health services administration.

UNIVERSITY OF ALABAMA—BIRMINGHAM*

Howard W. Houser, Ph.D.
Chairman, Graduate Program in Hospital and Health Administration
School of Community and Allied Health (SCAH)
1917 Fifth Avenue South
SCAH Building
Birmingham, Alabama 35294
205-934-5661

Address inquiries to:
Howard W. Houser, Ph.D.
Chairman
at the program address

Program Information

Since 1965, the Graduate Program in Hospital and Health Administration (GPHHA) has been a member of the Association of University Programs in Health Administration and is accredited by the Accrediting Commission on Education for Health Services Administration. The objective of the program is to develop high quality administrators for management in the health field. The program includes full and part-time study of the management of hospitals, health planning agencies, group practices, mental health, developmental disabilities, and long-term care facilities.

Curriculum Description

The master's degree in Hospital and Health Services Administration is a 24 month program which begins in the Summer Quarter. The curriculum is divided into two phases. In Phase I, students pursue six quarters of academic coursework at UAB. The program includes study of the management of hospitals as well as health planning agencies, group practices, mental health, and long-term care facilities. During this period the students will be required to complete a thesis or project report, and must also satisfactorily complete a comprehensive oral examination. In Phase II, students are placed in health care organization residencies located throughout the United States under the direction of carefully selected preceptors. The residency will be for a minimum of six months and may extend to nine or twelve months at the discretion of the preceptor.

Admission Procedures and Requirements

Criteria for admission to the Graduate School in good standing include: a bachelor's degree from an accredited college or university, not less than a B average over the last 60 semester hours of earned credit, and at least a combined score of 1000 on the verbal and quantitative sections of the Graduate Record Examination (GRE); or a total score of 1500 when all three sections of the GRE are taken (verbal, quantitative, and analytical). Applicants who do not meet these requirements for admission in good standing may be admitted on probation with the approval of the Admissions Committee of the Department of Health Services Administration and the concurrence of the Graduate School. Students accepted on probation must achieve a B average at the completion of the first 12 hours of graduate study in order to remain in the program.

Acceptance to the program is based on a composite of the applicant's scholastic record, graduate examination scores, and a personal interview. Hospital and health related work experiences are also taken into consideration. All application material must be submitted before March 1 for admission to the June class.

Because the graduate program has a heavy analytical and public policy orientation, applicants should have satisfactorily completed the following prerequisite undergraduate or graduate courses:microeconomics, 3 hours, basic accounting, 3 hours; statistics, 3 hours; introduction to management, 3 hours; mathematics (non-remedial, college level), 3 hours; computers and programming, 3 hours; English composition, 6 hours; social science, 6 hours. Up to six hours of prerequisites may be taken during the first academic quarter.

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*Full AUPHA Member (ACEHSA Accredited).

UNIVERSITY OF ALABAMA—BIRMINGHAM

Opportunities for Financing Education

Limited scholarship and traineeship assistance is available to students based upon merit and need. However, these scholarships are made available only after acceptance to the program.

Opportunities After Graduation

After graduation, students, in most cases, are assisted in job placement by adjunct faculty members. In addition, the Graduate Program in Hospital and Health Administration Alumni Association's job placement services, coordinated through the GPHHA office, are available.

Faculty Information

In addition to six full-time faculty members, the program uses part-time faculty, guest lecturers, and adjunct faculty members to better relate the academic study to operations in the field.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.H.H.A.	18	6	61/5	25	9	31

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,692.	$3,384.	N/A	$350.	$592.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
10/1	3/1	$20.	1/1	5/10	one month

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$50.	upon formal acceptance	nonrefundable	33	June

UNIVERSITY OF ALBERTA*

Clarke Hazlett, Ph.D., Acting Chairman
Department of Health Services Administration and Community Medicine
83rd Avenue and 112th Street
13-103 Clinical Sciences Building
University of Alberta
Edmonton, Alberta T6G 2G3
403-432-6407

Address inquiries to:
Clarke Hazlett, Ph.D., Acting Chairman
at the program address

Program Information

The Department of Health Services Administration and Community Medicine of the Faculty of Medicine, University of Alberta, Edmonton, Alberta, offers a two-year Master's degree in Health Services Administration under the supervision and authority of the Faculty of Graduate Studies and Research. Students may elect a thesis option, which focuses on research and planning, or a non-thesis option, which focuses on administration. In either option, students orient their interests to specific aspects of health and welfare services, such as hospitals, nursing service, social welfare, mental health, epidemiology, and so on. A one-year Postgraduate Diploma in Health Services Administration, which is designed for mid-career upgrading, is also offered. In addition, the department cooperates with other university departments in offering a Ph.D. with a specialization in Health Care Planning and Evaluation.

Curriculum Description

The first year of the master's program develops a broad foundation in two general areas. The first area is an introduction to health and welfare as a social institution and includes: two classes on the historical development of, and emerging problems and issues in the Canadian health and welfare system; a class on organizational theory; and a class focusing on a specific area of interest, such as hospital administration, nursing service administration, etc. The second area incorporates pairs of classes in research methods and statistics, and in two of economics, finance, or epidemiology. The first year is concluded with a four-month summer field residency tailored to the individual student.

In the second year, thesis students take 4 to 6 classes related to their thesis but including advanced research methods and statistics. Non-thesis students take eight classes, two in health care policy and planning, and six selected from advanced finance, economics, operations research, and systems analysis, or electives from outside the division. These students also must complete a major term paper.

The diploma program is a modified version of the first year of the master's program.

Admission Procedures and Requirements

Students must possess a baccalaureate degree, with a grade point average of at least 6.0 (approximately 65%) in the work of the last two undergraduate years at the University of Alberta, or an equivalent qualification from another institution; submit the results of the Miller Analogies Test; and be recommended by the Chairman of the Department of Health Services Administration and Community Medicine (following review of the application) for admission. Diploma applicants must also have had three years' experience in the health or welfare field.

Opportunities for Financing Education

University administered fellowships and scholarships are available. In addition, the University of Alberta has an extensive program of student aid in the form of Graduate Assistantships and Intersession Bursaries that are awarded through the department or division administering the particular degree program.

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UNIVERSITY OF ALBERTA

Students may also be eligible for the Professional Training Grants that are administered by Provincial Departments of Health and Social Development.

If the thesis option is selected, students may be eligible, during their Candidacy Year, for a National Health Student Fellowship from the National Health Research and Development Program of Health and Welfare, Canada.

Opportunities After Graduation

Graduates from this program hold a wide variety of positions in research and planning as well as general administration, in both the health and welfare field.

Faculty Information

A large number of health and welfare executives from both administration and research and planning positions participate in the program as guest lecturers, field supervisors, and residency preceptors.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.A.	20	4	25/0	15	N/A	26

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$910.	$1,274.	$3,215.	$250.	$133.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
11/6	8/5	$20.	3/4	7/15	N/A

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	16	Sept.

ARIZONA STATE UNIVERSITY*

Charles L. Eveland, Ph.D., Director
Graduate Program in Health Services Administration
Center for Health Services Administration
College of Business Administration
Arizona State University
Tempe, Arizona 85281
602-965-7778

Address inquiries to:
Charles L. Eveland, Ph.D.
Director, Professor
at the program address

Program Information

Established in 1974, the Arizona State University program features a problem solving, decision making thrust within a generalist, practitioner-focused philosophy of health services administration. Our location, near the heart of metropolitan Phoenix, offers ideal opportunities for individual study, field experience, and research across a broad spectrum of cooperating health care organizations.

Curriculum Description

The program, leading to the M.H.S.A. degree, features a results-oriented, concerned care curriculum of forty-five semester hours. It has been carefully designed to enable the student to progress from a strong 15-hour generic management base through a sound working understanding of health care dynamics to an intensive application of knowledge under expert preceptorship. Included in the didactic core are 24 hours of health administration subjects and 6 hours of electives. High quality residency placements are negotiated by the program.

Admission Procedures and Requirements

Successful applicants may be admitted in either the fall or spring semesters. Admission requirements include an earned bachelor's degree from an accredited college or university with a grade point average of 3.0 (B) or higher, acceptable scores on the Graduate Management Admission Test, a career-interest essay, three letters of recommendation, and successful completion of specified prerequisites in accounting, economics, finance, management, and statistics. Evidence of a sincere interest in a health administration career is considered of far greater importance than the type of experience or educational preparation that precedes program admission.

Opportunities for Financing Education

Qualified graduate students may apply for assistantships, out-of-state tuition waivers, and selected traineeships that may become available on a competitive basis.

Opportunities After Graduation

The program plays an active role in assisting graduates to obtain appropriate employment. Personal contact characterizes the placement approach, with strong support from the student association and the alumni network.

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ARIZONA STATE UNIVERSITY

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.H.S.A.	17	12	57/17	49	1	41

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$1,025.	$3,690.	$2,000.	$600.	included in tuition

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
open	5/31	N/A	immediate	N/A	open

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	26	Aug.

UNIVERSITY OF ARKANSAS—LITTLE ROCK

John Baker, Ph.D., Director
and Associate Professor
Graduate Program in Health Services
Administration
33rd and University Avenue
Little Rock, Arkansas 72204
501-569-3293

Address inquiries to:
the program address

Program Information

The Graduate Program in Health Services Administration is an independent program within the Graduate School. The program began in 1979 and currently offers a fifty-one credit, two year curriculum leading to a Master's in Health Services Administration degree. The program has both full and part-time students.

Curriculum Description

The curriculum consists of 39 credit hours of core courses and 12 hours of course work in a concentration area. The five concentration areas offered by the program are Hospital Administration, Health Systems Financial Management, Ambulatory Care, Health Planning and Policy Analysis and Long Term Care Administration. The core courses are arranged in a developmental sequence and includes content in health systems management and administration skills, health economics and quantitative decision skills, health law, information systems, epidemiology and field work experience with health institutions.

Admission Procedures and Requirements

To be considered for admission, all applicants are screened based on four criteria. They are: (1) a bachelor's degree from an accredited institution with an undergraduate grade point average of 2.75 overall or 3.00 on the last 60 hours, (2) a total GRE score of 1000 on the verbal and quantitative sections or a GMAT score of 450, (3) two letters of recommendation and (4) a statement of the applicants objectives and reasons for seeking a degree in health administration. Applicants who complete this phase will then be required to complete a formal interview process.

Opportunities for Financing Education

The program will assist applicants in obtaining financial support from the Student Financial Aid Office. A limited number of research assistantships are available on a competitive basis.

Opportunities After Graduation

The program has an active placement system to assist students in their job search. The placement activities begin early in the second academic year.

UNIVERSITY OF ARKANSAS—LITTLE ROCK

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.H.S.A.	21 mos.	3 mos.	2/34	20	8	48

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$800.	$1,940.	N/A	N/A	$60.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
9/1	7/1	$5.	10/1	7/1	2 months

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
N/A	N/A	N/A	15	Aug.

ARMY-BAYLOR UNIVERSITY*

Col. Thomas A. Janke, Ph.D., Program Director
Graduate Program in Health Care Administration
Academy of Health Sciences, USA
Health Care Administration Division
Fort Sam Houston, Texas 78234
512-221-5009/512-221-6443

Address inquiries to:
Program Director
at the program address
NOTE: Students must be commissioned officers in the U.S. Army, Navy, Air Force, or Public Health or Veterans Administration.

Program Information

Through an affiliation between the U.S. Army Academy of Health Services, San Antonio, Texas, and the Baylor University Graduate School, Waco, Texas, students enrolled in the Graduate Program in Health Care Administration will acquire a broad knowledge of those theories, concepts, and practices that bear significantly upon the administration and organization of health care delivery, and a thorough knowledge of the managerial tenets and techniques fundamental to the effective administration of health care delivery with particular emphasis on the federal sector. Baylor University's Graduate School assumes academic responsibility for presenting the program.

Curriculum Description

The curriculum for the Master of Health Administration degree includes three trimesters of graduate study, an oral examination, one year of administrative residency training in health care administration, and a problem-solving project paper in the area of health care administration. The normal graduate student requirement during the didactic year is 42 semester hours. An additional 6 semester hours are completed during the administrative residency. The core subjects taught during the didactic year are identified as either health care administration or management courses. The elective specialty area courses taught during the third trimester of the program provide for further concentrated study in these areas. A student must maintain an overall minimum grade of 3.0 (on a 4.0 scale) to remain in the program.

Admission Procedures and Requirements

Candidates for admission to the Program in Health Care Administration must hold a baccalaureate degree from an accredited college or university. Candidates must also meet the entrance requirements of the Graduate School, Baylor University. Admission requirements stipulate that applicants be members of the uniformed services whose actual or anticipated assignment is to health care activities. Applicants must have seven years on active duty as a commissioned officer. Additional requirements include the attainment of a GRE score of 1000 or the equivalent GMAT, and an undergraduate grade point average of 2.7 on a 4.0 scale. The grade point average in the major field of study must be at least 3.0. Prior successful completion of courses in economics, accounting, and/or finance and statistics are required. A nonreimbursable fee of $35 is required of all students.

Opportunities for Financing Education

All students in the program are commissioned military officers.

Opportunities After Graduation

The graduates of this program are assigned positions of responsibility by the branch of service they represent.

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ARMY-BAYLOR UNIVERSITY

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.H.A.	10 mos.	12 mos.	36/0	4	2	40

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
N/A	N/A	N/A	N/A	$35.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
9/1	11/1	N/A	1/1	open	N/A

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	none	36	Sept.

BOSTON UNIVERSITY*

R. Hopkins Holmberg, Director
Health Care Management Program
Boston University School of Management
704 Commonwealth Avenue, Room 202
Boston, Massachusetts 02215
617-353-2730

Address inquiries to:
R. Hopkins Holmberg
Director
at the program address

Program Information

Boston Univeristy offers the Master of Business Administration (M.B.A.) with a concentration in Health Care Management. The School of Management has a distinct service and public sector orientation; it offers a counterpart M.B.A. with a concentration in Public Management as well as the General Management M.B.A. With the support of the W. K. Kellogg Foundation and Health Care Financial Management Educational Foundation students can now pursue a specialization in health financial management.

A combined degree program is available with the School of Law offering the J.D. with emphasis on health law and the M.B.A. with concentration in health care management in a total time of 48 months.

The program had its first graduates in 1974. It builds on the traditional strengths of an M.B.A. program which allows students to move flexibly between full-time, part-time evening and part-time weekend status. The program is offered in cooperation with the Boston University Medical Center and has access to the rich health service resources of the Boston metropolitan area.

Curriculum Description

The program aims to prepare competent managers for the wide variety of managerial positions in the health industry. The faculty believes that the same basic preparation is needed for the hospital executive and the state official who regulates the hospital.

The program requires a minimum of 21 months including four semesters of courses, a non-credit computer requirement, and an experience requirement which is normally fulfilled by a three-month full-time practicum in a health facility after the first year of study.

The curriculum includes 16 four credit-hour courses: nine courses from the common core M.B.A. program, three courses required of all health care management students (Introduction to Health Care Delivery Systems, Management of Health Care Facilities, and Health Care Marketing), and four health management electives selected under a structured system. The electives allow a student to pursue a specialization in health financial management.

Admission Procedures and Requirements

The program is open to qualified men and women who have earned an accredited bachelor's degree. No particular undergraduate course of study is required. No interview is required. Individuals must submit scores from the Graduate Management Admission Test (GMAT). Although no prior specific experience is required; work experiences are valued. While one-fourth of entering students come directly from undergraduate study, the mean age of entering students is 28. A typical entering student has GMAT scores at the 85th percentile and undergraduate grades above B.

September admission requires completed applications by May 1. For January admission, the last date is December 1. Applications are considered as they are received. Commitment of all seats in the entering class may occur prior to the end of an admission period; completed applications should be submitted as early as possible. The program normally receives about six applications for each available full-time seat.

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*Full AUPHA Member (ACEHSA Accredited).

BOSTON UNIVERSITY

For application materials and further information write or call the program office. Individuals will be invited to information sessions providing an opportunity to further explore the program.

Opportunities for Financing Education

The school has modest financial aid resources augmented by federally insured loans and public health service traineeships. School resources include direct scholarships, research and teaching assistantships, the federal work-study program, and assistance in finding part-time employment. To apply you must complete the Graduate and Professional School Financial Aid Service (GAPSFAS) form. Experience in finding part-time employment has been good. Pursuit of the program on a part-time basis while working has become a common means of financing pursuit of the degree.

Opportunities After Graduation

The school maintains a placement office and the program faculty work with each graduate in employment placement. Resumes are distributed to over one thousand health care executives in nearby northeastern states.

Faculty Information

The full-time faculty of the School of Management has expanded from 32 in 1974 to over 100 in the current academic year. This growth has occurred when the finding of faculty compatible with the Programs in Health Care and Public Management has been a priority.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.B.A.	18 mos.	3 mos.	55/141	132	2	39

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$7,380.	$7,380.	not offered to post-B.A. students	$300.	$206.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
1/1	5/1	$25	2/20	8/20	30 days

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	30 days after acceptance	never refunded but deferable by one year	65 25	Sept. Jan.

UNIVERSITY OF BRITISH COLUMBIA*

Robert Modrow, Ph.D., Director
Health Services Planning Program
Dept. of Health Care
and Epidemiology
James Mather Building
5804 Fairview Crescent
Vancouver, British Columbia V6T 1W5
604-228-2772

Address inquiries to:
Robert Modrow, Ph.D.
Director, Health Services
Planning Program
at the program address

Program Information

The M.Sc. (Health Services Planning) program, which is within the Faculties of Medicine and Graduate Studies, has been offered at the University of British Columbia, Vancouver since 1972 and has, from its inception, emphasized preparation for work in health services rather than hospital administration. Students from other countries or planning to work abroad have also been enrolled.

Graduates of this program should be able to plan and administer programs of health care services and plan, commission, and/or conduct research related to health care planning and administration of services. Graduates should also be capable of identifying and formulating critical questions about existing systems of health care, examining available data about health services in relation to these questions and in the context of social policy generally, and exploring issues in the planning and administration of delivery of health care.

Curriculum Description

The core courses form approximately one third of the requirements of a program planned over two academic years (which may be spread over five). These are courses in Canadian health services organization, human resource management, health policy making, epidemiology, social research methods, and health economics.

Admission Procedures and Requirements

Candidates who are likely to be accepted should have the following qualifications: have graduated in health, life, social sciences, or commerce with an average of 72% and six units of first class marks in the last two years of undergraduate work; have taken a course in statistics; have experience in the health services or as managers; and must have 3 or 4 years of post-graduate experience.

Candidates are advised to apply not later than January 1 prior to enrolling in September, but applications will be considered if received before April 30.

Opportunities for Financing Education

The program was originally set upon the assumption that it would provide training for health administrators/researchers in mid-career who needed further education and that employers would finance candidates. Approximately one third of candidates have been financed in this way. Others pay their way from savings, interest-free loans (for Canadians only), or part-time work that becomes more readily available after at least one semester's class work and usually after the summer clerkships. There are a few small bursaries awarded on need.

Opportunities After Graduation

There appears to be little difficulty in finding a job. The Alumni Association is helping its members to find opportunities. As the program has become established, the career prospects for the graduates become clearer. To date, however, many graduates, because of previous work experience, enter high-level positions.

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STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.Sc.	24 mos.		13/28	25	N/A	52

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,330.	$1,330.	N/A	$400.	$50.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
10/1	6/30	N/A	3/15	7/15	8/15

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	15–20	Sept.

UNIVERSITY OF CALIFORNIA—BERKELEY*

David B. Starkweather, Dr.P.H., Professor and Director
Graduate Program in Health Services Management
School of Public Health
411 Warren Hall
Berkeley, California 94720
415-642-4465

Address inquiries to:
the program address

Program Information

The graduate curriculum in Health Services Management is a joint degree program leading to the Master's of Business Administration (M.B.A.) and Master's of Public Health (M.P.H.). The program focuses on the administration of large and complex health care organizations such as hospitals, government departments of health services, multihospital systems, and health maintenance organizations. The curriculum is designed to provide an overall proficiency in management; however, it also provides for specialization in a number of the corporate functions which are of growing importance in these organizations: finance, planning, marketing, operational analysis, industrial relations, etc.

There are two other curricula at Berkeley in health administration and planning. One is in Health Planning and Policy, leading to the M.P.H. The other is in Program/Clinic Administration, also leading to the M.P.H. degree.

Curriculum Description

The Health Services Management (M.B.A., M.P.H.) curriculum normally requires six semesters of study (three academic years) including field work. The curriculum has five parts, shared by the Schools of Business Administration and Public Health.

The first part is the M.B.A. core. Subjects include economic analysis, computer use, quantitative analysis, accounting, financial management, organizational behavior, and marketing.

The second component consists of several public health courses designed to reflect both additional skills and the broad context for management in the field. Topics include epidemiology, organization of U.S. medical care, and health planning.

The third subunit provides for extensions and applications of basic disciplines to health services management. Subjects include the microeconomics of health services, regulation in the health care industry, the hospital as a social and economic enterprise, financial management of health institutions, quantitative analysis of health services systems, labor management relations, legal aspects of health services administration, and health policy.

The fourth part provides for management specialization. Specific courses vary depending on the field chosen.

The fifth component provides for field study, of two types. The first is a full-time residency in a health delivery organization, usually occurring between the second and third academic years. While typically of six month's duration, the residency may vary in length depending upon the background of the student. The second type of field study is an individual project conducted under faculty supervision and is usually designed and executed in the manner of a consultation for a health services organization.

Admission Procedures and Requirements

Selection of students is based on three criteria: (1) academic achievement and potential, (2) knowledge of the health field, and (3) promise of managerial leadership. A successful applicant must have a bachelor's degree with a grade point average in upper division courses of at least 3.0 on a scale of 4.0. An applicant is required to file scores on the Graduate Management Admission Test (GMAT). Although there is no formal minimum, applicants whose scores are above 550 are given more serious consideration.

At least one college level course taken within five years prior to matriculation is required in human biology and calculus. One course each is required in any two of the following subjects: political science, sociology, psychology, anthropology. If an applicant has not taken all prerequisite courses at the time of application, he or she may still be admitted with the stipulation that courses be taken prior to matriculation.

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Prior experience in a health care delivery organization, paid or volunteer, is given positive weight in admissions decisions.

Opportunities for Financing Education

A number of general University financial aids are available. These include graduate division fellowships, a variety of assistance programs offered by the Office of Financial Aid, work-study opportunities, non-resident tuition waivers, graduate division Minority Program Fellowships, and U.S. Public Health Traineeships. In addition, there are special scholarship and loan programs available for students studying in this field. These include: (1) Golden State Minority Foundation Scholarships, (2) Kaiser Foundation Hospitals Fellowships, (3) Keith and Mary Taylor Fund Loans, and (4) W.K. Kellogg Foundation Loans.

Opportunities After Graduation

Faculty and alumni assist students through career advising. The Alumni Association, representing 350 prior graduates, maintains a job placement service. Also, students have available the full resources of the campus Career Planning and Placement Service.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.B.A./ M.P.H.	27 mos.	6 mos	8/0	5	2	26

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$1,230.	$4,380.	$2,800.	$250.	Miscellaneous fees optional insurance

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
9/1	2/1	$25.	3/1	5/1	3 weeks

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
N/A	N/A	N/A	15	Aug.

UNIVERSITY OF CALIFORNIA—LOS ANGELES*

Dennis D. Pointer, Ph.D., Director and Professor
Program in Health Services Management
School of Public Health
Room 31-254, S.P.H.
Los Angeles, California 90024
213-825-5773

Address Inquiries to:
Joseph Coyne, Dr.P.H.
Admissions Coordinator
at the program address

Program Information

The program in Health Services Management was established at the UCLA School of Public Health in 1960. The program is one of two academic units of the Division of Health Services (the other unit being the Program in Health Services Policy, Planning and Research). The program's objective is to prepare individuals to assume management positions in organizations that provide personal health services including hospitals, mental health, and long-term and ambulatory care facilities. The program also participates in the doctoral training programs (Ph.D. and Dr.P.H.) of the Division of Health Services.

Curriculum Description

The curriculum is 22 months in length. Fifteen to twenty students are admitted each fall. The first phase of the program entails three quarters of academic course work (48 credit hours). In phase two, students undertake a nine and one-half month residency in a health facility in Southern California (16 credit hours). During Phase III, in the spring quarter of the second year, students return to campus for academic course work (16 credit hours). The curriculum of the program consists of six learning modules: medical care organization and health science (12–16 credits); health facility management (20–24 credits); health facility financial management and accounting (12–16 credits); quantitative methods (12 credits); residency (16 credits); and electives (up to 16 credits). Students may waive selected required courses based on previous course work, experience, and/or challenge examination.

Admission Procedures and Requirements

The program accepts students only in the fall quarter (September) of each academic year.

Prior to enrolling in the program all students must have completed a minimum of one course in accounting. Undergraduate course work in finance, statistics and management is strongly encouraged. Applications must be submitted by January 15 of the year in which the student desires to enter; however, early filing of the application will expedite processing. Students applying for financial aid must complete that application by December 15. All applicants must submit GRE scores taken within the last 5 years. Health-related experience is an asset, but applicants without such experience will be considered. However, applicants must have had sufficient contact with the field of health management to make an informed career choice. Applicants with strong records will be asked to come to UCLA for an interview.

Opportunities for Financing Education

In the past, a limited number of traineeships have been available; continual availability is contingent on government funding. Students who meet the University's criteria for financial need may be considered for loans. During the residency, students receive a stipend of approximately $1,300 per month. Because of the rigor of the academic program, students are usually discouraged from seeking part-time employment. Admission decisions are made independently of financial aid decisions. Once a student is accepted, the faculty will make every effort to assist in making the necessary financial arrangements.

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*Full AUPHA Member (ACEHSA Accredited).

UNIVERSITY OF CALIFORNIA—LOS ANGELES

Opportunities After Graduation

About 80 percent of our graduates remain in the Southern California area. In conjunction with our Alumni Association, we maintain a listing of positions—mostly local—obtained primarily through alumni and faculty contacts in the health care industry. Students take full responsibility for obtaining employment. In recent years, all graduates have found appropriate positions within a month or two of graduation; the vast majority have received multiple offers prior to graduation.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.P.H.	12 mos.	10 mos.	32/0	13	4	14

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,071.	$3,951.	$2,100.	$500.	included in tuition

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
Oct.	Feb.	$20.	Jan.	July	2 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	15–20	Oct.

CALIFORNIA STATE UNIVERSITY—NORTHRIDGE

Donald M. Hufhines, Dr.P.H., Coordinator
Health Administration Option
Health Science Department, Eng. 220
School of Communications and Professional Studies
18111 Nordhoff Street
Northridge, California 91330
213-855-3101

Address inquiries to:
Office of Admissions
and Records
at the program address

Program Information

The master's degree program provides advanced study in the administrative principles, techniques, and skills for those with career objectives in health administration and the theoretical foundations for those interested in postgraduate or doctoral level work. The Health Science Department, School of Communications and Professional Studies administers the awarding of master's degrees in health administration.

Curriculum Description

The curriculum offers 32 units emphasizing health administration; organization and delivery of health services; fiscal management; planning, quantitative analysis, and decision making; and elective graduate seminars in such areas as acute care, ambulatory care and group practice, and mental health. A residency of 720 hours (minimum) is arranged at the completion of 15 of the 30 units of required graduate level courses. Students must complete one of the following: (1) an advanced study project, (2) a master's thesis, or (3) a comprehensive exam.

Admission Procedures and Requirements

Applications may be obtained from the Office of Admissions and Records, which processes admissions to the graduate program. Requirements are as follows: (1) A bachelor's degree with a major in health administration or its equivalent. (2) A cumulative grade point average of 3.0 or above for all undergraduate work. (3) Students not meeting requirements in "1" above may be assigned an advised program of prerequisites in the health sciences. Under certain circumstances, students not meeting the requirements on "2" above may be assigned a qualifying program. Specific information concerning prerequisites or qualifying programs may be obtained through consultation with a departmental graduate adviser. (4) Students must provide evidence of satisfactory completion of the verbal and quantitative aptitude tests of the Graduate Record Examination. Students sponsored by the World Health Organization or the Agency for International Development may substitute TOEFL scores for the GRE. The Graduate Record Examination may be waived with departmental approval for those students who have a minimum of 3.00 grade point average overall and in the major, or those who already have an advanced graduate degree from an accredited school. (5) Three letters of recommendation. (6) Interview with health administration option faculty committee if student can reasonably arrange to participate.

Opportunities for Financing Education

Financial aid includes scholarships, grants, and loans. Awards are based on need. Application forms and information are available from the Financial Aid Office. Financial aid decisions are independent of the admissions decision.

Opportunities After Graduation

Master's degree graduates are assisted with placement by: (1) the Health Administration Master's Degree Alumni Association, (2) the Health Administrators' Advisory Committee, (3) the health administration faculty, and (4) the University Placement Office.

CALIFORNIA STATE UNIVERSITY—NORTHRIDGE

Faculty Information

The multi-disciplinary faculty hold appointments in the Health Science Department and are assigned teaching duties for both master's degree and bachelor's degree courses. Faculty are active in community service, grant development, projects, and research. The full-time faculty is supplemented by adjunct professors, practitioners, preceptors, and visiting lecturers which further enhances the practical application of health administration principles.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.	2 academic years	9 mos. or 720 hrs. (minimum)	9/20	21	N/A	30

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$173.50 0–5 units	$278.50	$3,900.	$400.	included in tuition fees
$224.50 6 or more units	$329.50			

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application Earliest Date	Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
1/1	4/1	$25.	June	Aug.	2 weeks

Deposit to Hold Place in Class Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	13	Sept.

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UNIVERSITY OF CHICAGO*

Ronald Andersen, Ph.D., Professor and Director
Graduate Program in Hospital Administration
Graduate School of Business
1101 East 58th Street
Walker Museum, Suite 213
Chicago, Illinois 60637
312-962-7104

Address inquiries to:
Ronald Andersen, Ph.D.
Professor and Director
at the program address

Program Information

The Graduate Program in Hospital Administration is two year course of study in the Graduate School of Business leading to the M.B.A. degree with a specialization in hospital administration. The program shares the school's philosophy of management education, which emphasizes development of the student's critical-analytical, problem-solving, and decision-making capabilities. This equips the student not only to understand current methods and problems, but also to perform effectively in conditions of future uncertainty. While the curriculum emphasizes hospital administration, the program's graduates are also in demand for leadership positions in a wide variety of other health and health-related agencies and institutions.

Curriculum Description

A typical course of study consists of ten courses satisfying basic M.B.A. requirements, six specifically health-related courses, and four electives. Health courses are designed to build upon rather than repeat core courses, so that the students are prepared for sophisticated analysis and application in health care after a modest number of health courses. Within the ten course M.B.A. core and six course health requirement, a substantial amount of flexibility remains with respect to individual course selection. One course which is required of all hospital administration students, however, is the Hospital Administration Practicum. In the Practicum, which is carried out concurrently with the second year of academic work, each student analyzes the organization, operation and future plans of a different hospital in the local area, enabling him to examine, evaluate, and refine the concepts presented in the classroom. Because of the depth of this experience, no residency is required, either after graduation or between academic years.

Admission Procedures and Requirements

A bachelor's degree from an accredited college is required for admission, although exceptions are described in the Graduate School of Business "Announcements." All applicants must take the Graduate Management Admission Test (GMAT). There are no specific course prerequisites, and applicants with business degrees and/or work experience are not given preference in the admission process. Students are selected on the basis of previous educational record, GMAT scores, letters of recommendation, and other factors (such as work experience, if any), with no automatic cutoff points being applied on any criterion. Students enter the program in autumn, and applications completed after March are at a serious disadvantage in competing for places in the class.

Opportunities for Financing Education

No prospective student should refrain from applying to the program for financial reasons. Fellowships are available from several sources. In addition, for students who are not awarded fellowships or for whom the fellowship fails to meet full financial need, loans are available, including some which are exclusively available to hospital administration students and which offer more favorable terms than are available elsewhere. In addition, some research assistantntships are available and the Director is sometimes able to assist students in finding part-time employment.

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Opportunities After Graduation

Graduates of the program are not only in demand in hospitals, but also in consulting, association work, and government and health planning agencies. In addition to employers who come to the campus to interview, assistance in placement is provided by the program Director and the program's alumni. Alumni are located throughout the nation and represent a wide range of experience (the program was established in 1932) and types of organizations.

Faculty Information

The distinguished full-time faculty hold teaching appointments in the Graduate School of Business (and in some cases, in other departments of the University as well) and research appointments in the Center for Health Administration Studies. In addition, a few unusually well-qualified individuals employed outside the University participate in the teaching program on a part-time basis. Finally, a number of persons representing a wide range of professional roles in the health field participate in several non-credit activities sponsored by the program.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.B.A./H.A.	18	concurrent	47/0	25	5	42

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$8,500.	$8,500.	$3,250.	$300.	$150.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
none	2/28	$25.	Jan.	April	4 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$150.	4 weeks after acceptance	nonrefundable	25	Oct.

UNIVERSITY OF CINCINNATI

Carol J. Harten, Ed.D., Director
Program in Community Health Planning/Administration
School of Planning—Room 630C
College of Design, Architecture, Art and Planning
Cincinnati, Ohio 45221
513-475-4943

Address inquiries to:
Community Health Planning/
Administration
at the program address

Program Information

The program is located in the College of Design, Architecture, Art and Planning of the University of Cincinnati. It was established in 1967 to educate health planners and continues to maintain this emphasis, along with a concentration in the administration of out-of-hospital health and medical care services. In 1974, a non-residential or external degree option was added with the aid of funds from the Bureau of Health Manpower, DHHS, to serve employed health personnel who cannot leave their jobs and communities to enroll in a traditional on-campus program.

Curriculum Description

A Master of Science program is offered for students wishing to prepare for careers in health planning and administration. Students may pursue the degree through a Residential Option or a Non-Residential Option. Both options require the student to complete core requirements in the areas of Fundamentals of Health Care Systems, Fundamentals of Health and Disease, Applied Administrative Theory, Applied Health Systems Planning, Data Management, and Legal and Ethical Issues. The program views health care services as a part of a total system with diverse but complementary components. This view permits course offerings that give students the competencies appropriate for professional functioning in the health care system.

Admission Procedures and Requirements

Applicants to the on-campus program must have completed a course in statistics, a course on research design, eighteen hours of upper level social sciences, and demonstrate a competency in accounting. The general aptitude test of the GRE is also required. Requirements for the non-residential option are similar; however, these applicants must be employed in the health industry. Applications should be received by May 15; applications received after that date will be considered on a space available basis.

Opportunities for Financing Education

University Graduate Scholarships, which cover four quarters of tuition are available to a limited number of students. These do not cover student fees ($65. per quarter), books, or living expenses. Several graduate assistantships are available; these cover tuition plus a stipend of $3,700. Opportunities for part-time employment are available in health and other agencies in the Cincinnati area. On-campus students are generally compensated by the host agency during the period of residency. The applicant's ability to pay does not affect his or her chances for admission.

Opportunities After Graduation

Job opportunities have been excellent for students willing to go where jobs are. Most students in the class of 1982 were employed before graduation. Assistance is provided to students through faculty contacts, alumni, and through students in the external degree program who often are in a position to employ personnel or to locate job openings.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.	12 mos.	9 mos.	17/123	70	18	64

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$2,610.	$3,935.	$2,496.	$450.	$72. general fee/ $35. optional insurance

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
1/1	5/15	$20.	3/15	6/15	2 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	20	Sept.

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CITY UNIVERSITY OF NEW YORK*

Harry M. Rosen, Ph.D., Chairman
Graduate Program in Health Care Administration
Baruch College/Mt. Sinai School of Medicine
City University of New York
17 Lexington Avenue
New York, New York 10010
212-725-4493

Address inquiries to:
Applications Coordinator
at the program address
212-725-3005

Program Information

The Graduate Program in Health Care Administration is a joint venture of Bernard M. Baruch College, and The Mount Sinai School of Medicine, both of The City University of New York. It utilizes faculties from both schools to first provide the student with a firm grounding in all basic management disciplines, and then to examine the relevant application of these disciplines to the unique problems of the health care industry. This dual emphasis on fundamentals and applications prepares students for a wide range of top managerial positions.

The program takes full advantage of the institutional diversity, and cultural richness of New York City through its many affiliated institutions.

Curriculum Description

The curriculum is designed for two years of full-time study leading to the M.B.A. degree. The intervening summer is devoted to a field experience which is an integral part of the program. Second year courses are designed to draw on this experience for specific data and broader insights.

Course work is built around four learning sequences: Finance, Organization Behavior and Analysis, Quantitative Methods, and The Delivery System. Each sequence utilizes management core courses, health care administration requirements, and elective courses to develop progressively stronger capabilities in each area.

Admission Procedures and Requirements

The processing of applications is a two-step procedure and is explained in detail in an information packet available from the program upon mail or telephone request.

The information packet should be read in conjunction with the Graduate Division Bulletin which is available from the Office of Graduate Admissions, 17 Lexington Avenue, New York, N.Y. 10010. An interview with the program's Admissions Committee is required. The preliminary requirement for entry into the program is the equivalent of a year of undergraduate accounting.

Opportunities for Financing Education

Scholarships, research assistantships, and other forms of tuition aid are available to qualified students. Applications may be obtained from the Financial Aid Office of Baruch College. In addition, the program maintains competitive scholarship funds that are awarded after the completion of the first semester of study.

The program is sponsoring, in cooperation with its major medical center affiliates, an Administrative Fellowship Program. Those selected will engage in part-time employment in exchange for a stipend.

Opportunities After Graduation

The program's new graduates are assisted in their job search by faculty, and the Alumni Association's Student Affairs Committee which provides job counseling, mock interviews, and information on new job opportunities.

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CITY UNIVERSITY OF NEW YORK

A growing number of affiliated institutions are offering post-graduate traineeships and fellowships to develop young management talent. They are becoming an important first career choice for the program's graduates.

Faculty Information

The faculty is comprised of a core of five people in the Baruch College Department of Health Care Administration who teach and coordinate the program, individuals from other Baruch College departments such as Finance, Statistics, and Management who work closely with the program, and fifteen members of the Mount Sinai Department of Health Care Management who teach courses, conduct seminars and design field projects in their respective specialties. The latter group is primarily drawn from the senior management staff of the medical center.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.B.A.	15 mos.	3 mos.	45/1	22	2	41

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$1,750.	$2,225.	N/A	$300.	$22.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
rolling admissions	3/15	$20.	rolling admissions	rolling admissions	none

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	25	Sept.

CLARK UNIVERSITY/UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL

Robert C. Bradbury, Ph.D., Director
Health Administration Program
Graduate School of Management
950 Main Street
Worcester, Massachusetts 01610
617-793-7669

Address inquiries to
Robert C. Bradbury
Director
at the program address

Program Information

Reflecting the administrative and technological complexity of today's health systems, this new (1981) Master of Health Administration program combines the resources of the Graduate School of Management of Clark University and the Department of Family and Community Medicine of the University of Massachusetts Medical School. This Clark/UMass program is primarily oriented toward students with significant prior health field experience, and nearly all of the students in the program are currently employed in health professions and attending the program part-time.

Curriculum Description

The M.H.A. degree requires completion of 16 graduate credits, including 3 background courses, 7 core courses, 2 courses in selected area of concentration, 3 electives, and a required applied field project. A three month non-credit intership is required of students without significant health field experience. Areas of concentration include: health institution administration; health systems planning and administration; and nursing administration. A broad range of electives are offered, including courses in the Clark M.B.A. program and the UMass Medical School M.P.H. program.

Admission Procedures and Requirements

Admission is open to qualified students with a baccalaureate degree from an accredited institution, and an acceptable Graduate Management Admission Test score. Three letters of recommendation must also be submitted. Students may enter the M.H.A. program at the start of the Fall, Spring, or Summer semesters.

Opportunities for Financing Education

The large majority of students in this M.H.A. program are part-time students who receive some form of tuition aid from their employer. The M.H.A. program also provides assistance in locating health field jobs for students, and encourages potential full-time students to consider these opportunities. Several types of student loans and limited work-study funds are available through the University.

Opportunities After Graduation

Faculty and a Director of Career Development are available to assist students in securing positions upon graduation. The first M.H.A. graduates will be in June 1983. The variety of work experiences of students in the program indicates that these students will obtain administrative positions in a wide variety of health care settings and programs.

CLARK UNIVERSITY/UNIVERSITY OF MASSACHUSETTS MEDICAL SCHOOL

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.H.A.	18 mos.	3 mos.	0/13	N/A	N/A	58

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$4,400.	$4,400.	N/A	N/A	N/A

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
N/A	N/A	$25.	Within one month of receipt of application		variable

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
None	N/A	N/A	20	Sept. Jan.

UNIVERSITY OF COLORADO*

Bettina Kurowski, D.P.A., Director
Graduate Program in Health Administration
Graduate School of Business Administration
University of Colorado at Denver, Box 165
1100 14th Street
Denver, Colorado 80202
303-623-4436

Address inquiries to:
Sarah Y. Bowman, M.S.
Program Coordinator
at the program address
303-394-7521

Program Information

The intent of the M.S.H.A. is to prepare men and women capable of eventually achieving (after appropriate years of practical experience in responsible managerial positions), positions as chief executive officers or senior administrators in complex multi-service health care organizations.

The curriculum is balanced between general administrative sciences and concepts relating to health and health services systems, while emphasizing management skills which heighten basic analytic and decision-making processes. These skills are emphasized because they are used by both top-level managers in deciding on the overall strategy of their institutions and by more junior managers in administrating organizational components and programs. The emphasis is on guiding the student to master application of theoretical, conceptual and quantitative materials rather than purely descriptive information. The Program is located in the Graduate School of Business Administration, thus building on the strengths of a typical urban M.B.A. program which permits students the flexibility to move between full- and part-time status. The program is offered in cooperation with the University of Colorado Health Sciences Center and enjoys the strong support of health care providers in the Rocky Mountain region.

Curriculum Description

All students will be expected to complete a minimum of 38 semester hours of graduate-level coursework, in addition to the fundamental background courses, which may be waived depending on prior coursework. The curriculum is based on a series of structured learning sequences with fundamental courses comprising the majority of the first full year. The second year of full-time coursework provides the student with advanced, required and elective training in health administration, in addition to a concentration of elective courses for a minor field area of the students choosing. After all coursework is satisfactorily completed, a one-year management residence is required of all students. The residency requirement may be waived for students with substantial health care management experience.

Admission Procedures and Requirements

Requirements include a baccalaureate degree, a GPA of at least 3.0 on a 4.0 scale for the last 60 credits (undergraduate or graduate) and a Graduate Management Admission Test average score of at least 500. Applicants do not need to have taken their undergraduate degree in business. For those students without a business background, the Graduate School of Business Administration provides a series of fundamental background courses. Work experience in health care is desirable. All applicants should have application materials—including transcripts, letters of recommendation and GMAT scores, on file no later than October 1 for the spring semester and March 1 for the fall semester.

Opportunities for Financing Education

Information about financial assistance for non-veterans may be obtained from the Office of Financial Aid, University of Colorado at Denver, Box 125, 1100 14th Street,

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Denver, Colorado 80202. Students who are Vietnam-era (August 4, 1964 to May 12, 1975) veterans of U.S. Military services and are currently Colorado residents for tuition purposes, and who were Colorado residents prior to entry into active military service, are eligible for tuition assistance. Limited scholarship funds *may* be available through the program and through AUPHA. Applicants from Oregon, Montana, New Mexico and Alaska may qualify to pay in-state tuition through the Western Interstate Commission on Higher Education Student Exchange Program.

Opportunities After Graduation

An informal job placement service is available. The program receives information about career opportunities and informs students and graduates, who then communicate directly with employing agencies. Colorado graduates are working in all aspects of health care administration throughout the United States and in other countries.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
M.S.H.A.	18 mos.	12 mos.	27/7	23	4	34

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$906.	$3,660.	N/A	$250.	$97.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
N/A	10/1 and 3/1	$20.	10/1 and 3/1	12/1 and 7/1	four weeks prior to beginning of semester

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
none	N/A	N/A	32	Aug.

COLUMBIA UNIVERSITY*

Stephen Wotman, D.D.S.
Division of Health Administration
M.P.H. and M.P.H./M.B.A. Programs in Health Administration
School of Public Health
600 West 168th Street
New York, New York 10032
212-694-3934 or 3505

Address inquiries to:
the program address
212—694-3927

Program Information

The Division of Health Administration of the Columbia University School of Public Health offers an M.P.H. program in health administration, first begun in 1945. In 1973, the school, in partnership with the University's Graduate School of Business, developed the first M.B.A./M.P.H. dual degree program in the U.S. More recently the school has developed dual degree programs with the School of Architecture and Urban Planning (M.P.H./M.S.U.P.) and with the School of International Affairs (M.P.A./M.P.H.). Graduates of these programs assume careers in public and private institutions, agencies, businesses, and related organizations as general managers or as functional specialists in management technologies, planning, program evaluation or policy with a broad emphasis on health.

Curriculum Description

The M.P.H. program in health administration is suitable for individuals with health professional or other relevant graduate degrees, or those either with experience or seeking preparation for administrative or supervisory positions in the delivery of health care services. The program's objective is to produce skilled health service administrators who apply a systems and community health approach to their work. The program consists of 45 credits. Twelve credits are in the five core courses of health administration, epidemiology, biostatistics, environmental sciences and sociomedical sciences. The remaining courses are individualized, in consultation with an advisor, to the student's career interests and are concerned with health systems, program facilities, and agencies. One quarter of the total program can be elective courses chosen from any appropriate graduate offering within Columbia University.

The joint M.B.A./M.P.H. program prepares students to function as managers in complex health care institutions and agencies or as health care specialists for consulting and financial organizations that service the industry. The program consists of 80 credits taken concurrently at both schools. The 35 credits at the School of Public Health are taken in the regular health administration program except that the number of electives is reduced. The 45 credits at the Graduate School of Business consists of the required M.B.A. core courses plus advanced management sciences in both the private and public sectors. Students may choose a functional area concentration such as finance or marketing, in consultation with an advisor.

The terms of academic work for the M.P.H., along with academic terms for the joint M.B.A./M.P.H., M.S.U.P./M.P.H. or M.P.A./M.P.H., are supplemented by a one term field experience. As an alternative, a student may elect a 9 or 12 month administrative residency. A master's essay in health administration is required in the single and joint degree programs.

Admission Procedures and Requirements

Personal interviews are available to students. Students are admitted to the single M.P.H. degree program each fall term and candidates for admission to this program should take the Graduate Record Exam (GRE). The joint M.B.A./M.P.H. program admits students three times each year including some students already registered in the single degree program. It requires that the student take the Graduate Management Admission Test (GMAT) and file an application for each school, to be coordinated through the division. Students are admitted into the joint M.S.U.P./M.P.H. and M.P.A./M.P.H. programs for the fall term. Applications must be made to both schools.

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*Full AUPHA Member (ACEHSA Accredited).

Opportunities for Financing Education

Students applying for any type of financial assistance must complete the Graduate and Professional School Financial Aid Service Application. Federal traineeships and some scholarships are available. Loans may be obtained from various sources.

Opportunities After Graduation

The Alumni Association receives listings of positions available and graduates may register to learn of job opportunities.

Faculty Information

The division currently has 15 full-time faculty. In addition, 107 adjunct faculty teach courses, and supervise practices, residencies, and tutorials at the School of Public Health.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.P.H.	12 mos.	4 mos.	110/40	105	30	55
M.P.H./ M.B.A.	20 mos.	4 mos.	30			

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$8,014.	$8,014.	$5,100.	$700.	$440.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	4/1	$25.	open	open	three weeks

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	45	Sept.

CORNELL UNIVERSITY*

John McClain, Ph.D., Program Coordinator
Sloan Program in Hospital and
Health Services Administration
Graduate School of Business and Public Administration
Mallott Hall
Cornell University
Ithaca, New York 24853
607-256-4022

Address inquiries to:
James W. Schmotter
Director of Admissions
and Student Affairs
at the program address
607-256-2327

Program Information

The Sloan Program in Hospital and Health Services Administration was established in 1954 by a grant from the Alfred P. Sloan Foundation. It was among the first programs of its kind to become an integral part of a graduate school of management. Sloan students not only have an opportunity to gain a strong background in business/administrative courses, but they are also allowed to choose courses offered at the graduate level from all parts of Cornell University.

Curriculum Description

The curriculum is intended to provide a balance between management techniques and policy and planning skills. The educational goal centers on the synthesis of medical care and management in the context of human services delivery. All Sloan students are required to take a core of instruction to gain a common background in such management science skills as quantitative techniques for decision making, managerial economics, organizational theory, and computer applications. In addition, all Sloan students are required to complete the core courses for a major in hospital and health services administration, five health electives taught by the Sloan faculty, and a twelve-week summer practicum. The program leads to one of three master's degrees: Master of Professional Studies (M.P.S.), Master of Public Administration (M.P.A.), or Master of Business Administration (M.B.A.).

Admission Procedures and Requirements

The Graduate School of Business and Public Administration has hundreds of applicants each year and can admit only those with the greatest capacity and motivation for graduate work in the school and for performance as responsible and creative executives. The admission decision is based on undergraduate performance, activity and leadership, work experience, letters of recommendation, and scores on the Graduate Management Admission Test (GMAT) or the aptitude portion of the Graduate Record Examination (GRE). Applicants for the M.B.A. degree with the Sloan Program must submit GMAT scores; all others are encouraged to do so. February 15 is the deadline for submitting applications for admission for the fall semester. Applications received after February 15 will be considered, but applications completed before the deadline will be given priority.

Opportunities for Financing Education

Fellowships, scholarships, and grants-in-aid are available for Sloan program students. Financial aid decisions are made independently of admissions decisions and are based on merit and need. Application for financial aid is made by completing the Graduate and Professional School Financial Aid Service (GAPSFAS) form, which may be obtained from the School's Office of Admissions and Student Affairs or from a financial aid office at any college or university.

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Opportunities After Graduation

Graduates of the Sloan Program number over five hundred and occupy positions of leadership in all areas of health care administration. The Sloan Program's Director of Placement provides students a full range of services. Students are given individual help with resume and cover letter preparation, job search strategies, and interviewing techniques. The Placement Office maintains communication with more than one thousand hospitals, many public agencies, consulting firms, hospital associations, and the program's many alumni and alumnae.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.B.A.	18 mos.	2 mos.	51	23	2	19
M.P.S.	18 mos.	2 mos.	4	3	0	
M.P.A.	18 mos.	2 mos.	3	1	0	

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$8,500.	$8,500.	$3,400.	$500.	N/A

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
open	2/15	$30.	1/1	5/15	1–2 mos.

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
$100.	with confirmation	nonrefundable	14	9/1

DUKE UNIVERSITY*

James P. Cooney, Jr., Ph.D.
Chairman and Professor
Department of Health Administration
Box 3018, DUMC
Durham, North Carolina 27710
919-684-4188

Address inquiries to:
David J. Falcone, Ph.D.
Associate Professor and
Chairman, Admissions Committee
at the program address

Program Information

In 1930, Duke University established the first graduate program in the nation for the training of hospital administrators. Originally awarding a certificate in administration, the program later began awarding a Masters Degree in Health Administration. The program is within the academic jurisdiction of the Graduate School of the University and administratively within the Duke University Medical Center.

In addition to the core faculty and graduate courses of the Department of Health Administration, students are provided elective access to both faculty and course offerings of the Duke University Graduate School of Business Administration and the School of Public Health of the University of North Carolina at Chapel Hill.

Curriculum Description

The curriculum encompasses two academic years of study. The first portion emphasizes management concepts and skills—the business aspects of health services delivery. Courses include managerial accounting, financial management, administrative statistics and quantitative methods, macro- and micro economics, and organizational behavior. Also included are courses assisting in the development of perspectives on health services delivery: the health system and its environment, and medical care.

The second portion of the curriculum is designed to merge the management and health components of health administration. Courses include: health care finance, health economics, health policy and law, and decision-making and problem-solving in health administration.

The two portions of the curriculum are linked through a six week field practicum at the end of the first academic year. During this practicum students are placed in major health care organizations throughout the eastern half of the United States. During the field period the students have the opportunity to both observe and practice management skills under guidance of a health administrator-preceptor.

Throughout the two years students may select elective offerings from many courses including financial management, strategic planning, marketing, organizational behavior, short and long-term finance, controllership, and multi-hospital systems.

The department also arranges a one year administrative fellowship on a voluntary basis for students subsequent to their graduation. Such fellowships are available in a variety of major health care institutions throughout the country.

Admission Procedures and Requirements

Applicants for admission should have earned, by the time of entry, a baccalaureate degree from an accredited institution and should present a record of performance that indicates superior analytic ability. The GRE is required.

Completed applications will receive a preliminary screening by the Admissions Committee. Those applicants whose records indicate qualification for graduate study in the department are invited to visit the campus and talk with faculty and students (interviews with alumni can be arranged if necessary). Although there are no arbitrary cutoffs in terms of grades or test scores, experience has indicated that few applicants are academically successful who have not demonstrated performance in the upper one-third of their classes and standardized test populations. Foreign students must score 550 on the TOEFL.

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DUKE UNIVERSITY

Opportunities for Financing Education

Through the Medical Center Office of Financial Aid, the University offers assistance to some accepted students who are U.S. or Canadian citizens and who could not otherwise attend the University. Most aid is in the form of loans, although a limited number of traineeships and departmental partial-tuition awards are usually available. The applicant must demonstrate financial need (determined by GAPSFAS) to be eligible for any of these types of aid.

Opportunities After Graduation

New graduates are currently employed in a wide variety of settings: hospitals, multihospital systems, medical groups, health care consultants, federal and state governmental health agencies and nongovernmental health associations. The department operates an active placement service to assist graduating students, and over 90 percent complete placement arrangements prior to graduation. The several hundred program alumni are located throughout the nation and offer an active network for job placement.

Faculty Information

The department currently has 7 full-time and 12 part-time faculty members. Included among part-time faculty are individuals in the Duke Graduate School of Business Administration and the University of North Carolina at Chapel Hill School of Public Health.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.A.	21 mos.	3 mos. (concurrent)	76/1	38	3	29

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$2,900. (semester)	$2,900. (semester)	N/A	$380.	$400. (S) $614. (M)

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
Sept.	Aug.	$30.	Jan.	Aug.	30 days

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	upon acceptance	7/1	43	Sept.

UNIVERSITY OF FLORIDA*

Barry R. Greene, Ph.D., Professor and Chairman
Graduate Program in Health and
Hospital Administration
Colleges of Business and Health Related Professions
Box J-195
University of Florida
Gainesville, Florida 32610
904-392-3578

Address inquiries to:
R. Paul Duncan, Ph.D.,
Associate Program Director
at the program address

Program Information

The University of Florida's Graduate Program in Health and Hospital Administration is jointly sponsored by the College of Business Administration and the College of Health Related Professions. The program is structured to prepare qualified individuals for the responsibilities of leadership in health care organizations and institutions, as well as the communities they serve.

Curriculum Description

The curriculum is a two year program with didactic and residency components.

The didactic phase of the program consists of three levels of curriculum which require five academic semesters. A six-month administrative residency component provides the opportunity for a practical application of conceptual knowledge acquired in the didactic phase of the program.

Admission Procedures and Requirements

Admission to the program is limited, competitive, and open to students with non-business as well as business-related undergraduate degrees on a full-time, day-student basis. Undergraduate transcripts and scores on the Graduate Management Aptitude Test must be submitted. An approximate grade point average of "B" for the last two years of undergraduate work is needed. A minimum score of 500 on the GMAT is needed. The applicant may be required to visit the University of Florida campus for an interview with members of the Class Selection Committee.

Opportunities for Financing Education

Among sources of financial aid are graduate fellowships, special fellowships for minorities, economically disadvantaged, and for women in non-traditional careers, graduate assistantships, and special minority assistantships. Fellowships and assistantships carry out-of-state tuition waivers. In addition, out-of-state tuition waivers are available to a limited number of exceptional students. Loans and work-study financial aid assistance are available to students based upon demonstrated need.

Opportunities After Graduation

The University of Florida has a well organized placement service. In addition, faculty members of the Program in Health and Hospital Administration assist graduates in obtaining employment.

Faculty Information

In addition to four full-time faculty members, faculty members from other colleges of the University and administrative personnel of the University's teaching hospital have adjunct faculty appointments and assist in instructional activities.

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UNIVERSITY OF FLORIDA

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.B.A.	21 mos.	6 mos.	36/0	11	4	30

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,406.	$4,070.	$4,500.	$350.	included in tuition

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
9/1	6/1	$15.	1/1	8/1	14 days

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	25	Aug.

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THE GEORGE WASHINGTON UNIVERSITY*

Richard F. Southby, Ph.D., Professor and Chairman
Department of Health Services Administration
600 21st Street, N.W.
Washington, D.C. 20052
202-676-6220

Address inquiries to:
Richard F. Southby, Ph.D.
at the program address

Program Information

Since 1959, The George Washington University in Washington, D.C., through its Department of Health Services Administration has offered graduate study in health services administration. The philosophy of the program and educational objectives rest heavily on both management and broad health care interdisciplinary concepts. Accordingly, the department is organized within the School of Government and Business Administration, but also has strong links with the School of Medicine and the Health Sciences Medical Center.

Curriculum Description

The curriculum is designed to prepare individuals for professional careers in managing and planning health services and in developing health-related policies. It consists of a minimum of 54 semester hours. Thirty hours are allocated to a core of courses required of all students. The remaining hours are applied to courses selected to meet the interests and career objectives of the individual student. Instruction is available in the following fields: Management of Acute Care Hospitals; Management of Ambulatory Services; Management of Long Term Care Services; Health Information Systems; Health Services Financial Management; Health Services and Operations Research; Human Resources Management; Health Services Material Management; and Health Services Policy, Planning, and Marketing. Each field includes an experience based component. If a student selects one of the first three fields listed, a one-year (nine semester hours) administrative residency is mandatory. In the other fields of instruction, a student may choose either an administrative residency or a three-semester hour internship and six semester hours of additional course work. If a student selects the residency option the program will comprise 28 months of full-time study. If a student selects the internship, the time required will be 20 months.

Students with approved master's degrees from accredited institutions may take a special program leading to a Post-Master's Graduate Certificate in Health Services Administration, which is a university degree. A minimum of ten courses must be completed and each student's program is planned with the Chairman in accordance with the individual's professional development objectives.

Admission Procedures and Requirements

An application for admission ($25.00 non-refundable fee) must be submitted to the Admissions Officer, School of Government and Business Administration. An applicant must hold a bachelor's degree and minimum Grade Point Average of 2.5 (4.0 scale). Scores must be submitted for the Graduate Record Exam or the Graduate Management Admission Test. Final selection is based upon faculty evaluation of all of the above. No undergraduate major is specified. Each applicant must have completed introductory courses in accounting, economics, and statistics prior to beginning the master's program or during the first semester on-campus. Although work experience in both health related and non-health related management areas would be beneficial, it is not a prerequisite to favorable consideration. Qualified applicants will be considered as long as class vacancies exist. However, since qualified applicants are admitted on a first-come, first-served basis, early application is important because of the competition for class openings.

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THE GEORGE WASHINGTON UNIVERSITY

Opportunities for Financing Education

At this time some work study positions, research assistantships, or teaching assistant positions are available. Students who have been admitted are also eligible to compete for Public Health Service Traineeships. All of these are contingent upon the continued availability of federal grants support. Modest loan monies are available through departmental sources. Student employment opportunities exist, and departmental faculty will make these known to interested students.

Opportunities After Graduation

The University operates a Career Services Office to assist all graduates in seeking employment. The faculty of the Department of Health Services Administration, through the Health Care Alumni Association, also helps graduates obtain employment by operating a telephone hot-line and through individual contacts.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.S.A.	16 mos. or	12 mos.	292/105	192	23	N/A
	20 mos. inc.	internship				

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$5,940.	$5,940.	N/A	$600.	$345.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	5/1	$25.	after interview and faculty evaluation	when class admissions are closed	N/A
open	11/1				
open	4/1				

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	150	Sept. Jan.

GEORGIA STATE UNIVERSITY*

Everett A. Johnson, Ph.D., Director, Institute of Health Administration
Master of Health Administration Program
Institute of Health Administration
Atlanta, Georgia 30303
404-658-2637

Address inquiries to:
Everett A. Johnson, Director
at the program address

Program Information

Education for Hospital and Health Administration began at Georgia State University in 1952. The Master of Health Administration program began in 1965. It is one of two degree offerings of the Institute of Health Administration, which is a department within the College of Business Administration. Although M.H.A. students have courses in medical care organization, health law, health economics, health planning, and other broad areas, the curriculum emphasizes the management and finance of hospitals and other health care institutions and organizations.

The downtown urban location of Georgia State University in Atlanta, which is the capital of Georgia and the key city of the Southeast, provides the M.H.A. program and students with access to hospitals and health organizations which are extensively utilized as educational resources by the M.H.A. program.

Curriculum Description

Graduates from Georgia State University earn two degrees, the Master of Health Administration and the Master of Business Administration. The program consists of seven quarters of academic work and a three-quarter administrative residency, served in a hospital or other health care organization. The academic portion of the program teaches the principles and tasks of management, administration, and medical care organization. The administrative residency provides a practical learning experience in the application of these principles and tools. Although most students have hospital-based residencies, students who are not interested in hospital administration can serve their residency in another type of health care organization. Students do an independent research project during the seven academic quarters, utilizing the outstanding library and computer facilities of the University and numerous resources of the Atlanta health care community.

Admission Procedures and Requirements

Students must take the Graduate Management Admission Test for admission. No particular undergraduate major is required. Prerequisite courses are required for students without a business degree. Program admission is recommended for the fall quarter, although entrance is available throughout the academic year. Applications and other information about the M.H.A. program can be obtained from the Graduate Division, College of Business Administration, Georgia State University, Atlanta, Georgia. 30303.

Opportunities for Financing Education

The Institute of Health Administration sometimes has sources for financial assistance for M.H.A. students and will assist students in their efforts to obtain loans of financial assistance elsewhere. Most students receive a stipend from the hospital or health organization during their administrative residency.

Opportunities After Graduation

The student's preceptor, the HA faculty, and the Georgia State University Health Administration Alumni Association assist the student in obtaining employment after graduation on an informal basis.

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GEORGIA STATE UNIVERSITY

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.B.A./ M.H.A.	7 quarters	3 quarters	34/3	22	0	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$990.	$3,345.	N/A	$150.	$80.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
Aug.	N/A	$10.	ongoing	N/A	four weeks

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$75.	4 weeks after acceptance	N/A	40	Sept. preferred; all quarters allowed.

GOVERNORS STATE UNIVERSITY*

Kenneth R. Whittemore, Ph.D., Division Chairperson
Health Services Administration
School of Health Professions
Park Forest South, Illinois 60466
312-534-5000, ext. 2494

Address inquiries to:
Kenneth R. Whittemore, Ph.D.
Division Chairperson
at the program address

Program Information

Governors State University is a commuter institution for baccalaureate and master's level students to pursue further studies conveniently. Serving the south Chicagoland area, GSU is a senior-level university with innovative and flexible programs geared to students with diverse backgrounds, including the older, employed, work-oriented student. The Health Services Administration program stresses mid-career retraining of diverse health professionals, as well as students in a career change. Classes are scheduled for the day and evening hours.

Curriculum Description

The Instructional Program in Health Services Administration is designed to prepare students as administrators or management personnel for a variety of health care delivery settings. Governors State University offers the Master of Health Sciences degree in Health Services Administration.

Basic core courses represent 70% of the curriculum. Field experience and practicum/residency requirements are introduced after core requirements have been met.

Admission Procedures and Requirements

Graduate students will be admitted at the beginning of each trimester. Acceptance into the program will depend on an evaluation of several admission criteria: previous academic background; work experience; letters of recommendation; and a student information questionnaire.

All applicants should have application material—including transcripts, a supplemental application, and a portfolio if assessment is required—on file no later than the end of October if applying for the winter trimester, the end of February if applying for the spring/summer trimester, and the end of June if applying for the fall trimester.

Opportunities for Financing Education

Traineeships, tuition scholarships, work-study programs, graduate assistantships, and other scholarships are available. Admission is not affected by an applicant's ability to pay.

Opportunities After Graduation

The University maintains a Placement Office to assist graduates in obtaining employment both locally and nationally.

Faculty Information

The program itself has six full-time faculty: a health economist, an organization specialist, a medical sociologist, an experienced hospital administrator, a health planner, and an HMO specialist. Significant portions of the core are taught by faculty in the College of Business Administration. Community professors are used when their training and experience enables them to make a unique contribution to the program.

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GOVERNORS STATE UNIVERSITY

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.H.S.	20 mos.	4 mos. concurrently	33/86	59	37	79

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$1,359.	$4,077.	N/A	$350.	$72.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
rolling admissions	rolling admissions	N/A	4 weeks after receipt of all application data		until registration

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	50	Aug. Jan. May

HARVARD UNIVERSITY

Stephen R. Thomas, Ph.D., Director
Graduate Program in
Health Policy and Management
Harvard School of Public Health
677 Huntington Avenue
Kresge Building
Boston, Massachusetts 02115
617-732-1090

Address inquiries to:
Director of Admissions
at the program address
617-732-1030

Program Information

The Graduate Program in Health Policy and Management is within the Department of Health Policy and Management of the Harvard School of Public Health which is one of the several graduate schools of Harvard University.

Curriculum Description

The Health Policy and Management Program is designed to provide a foundation of professional training for managers, policy analysts, planners, and others who intend to devote their careers to working on public health problems. It has been designed with four elements: (1) a dual focus on policy and management; (2) an emphasis on both skills and concepts; (3) a grounding in the substance of public health problems; and (4) a curriculum combining academic and clinical activities.

A set of required core courses constitute half of each student's two-year program, including essential management skills, economic analysis, quantitative policy analysis, policy implementation, biostatistics, epidemiology, and substantive public health issues. Students in the general HP&M Track add coursework on the U.S. health care delivery system. Those in the Medical/Dental and Environmental Tracks undertake coursework directed toward their specific interests. Coursework in international health is also offered.

Each student's program of study concentrates on one of two primary skill areas (either policy or management) and on a single, substantive health area (such as health services, nutrition, environment or population). A summer internship is required between the two years. During the second year, students participate in an applied research program including a project carried out in conjunction with a local public health organization or agency.

Admission Procedures and Requirements

The program seeks candidates whose academic record, personal characteristics, and work experience suggest intellectual competence and outstanding potential in the areas of health policy and management. All applicants must demonstrate through course work and aptitude test performance the ability to master the quantitative and analytic content of the program. Applications from candidates who have some post-baccalaureate work experience in the health field or other graduate or professional training are particularly encouraged.

To be considered for admission, applicants must submit a completed application form including a statement of interests and career aims; transcripts of academic record at college, graduate school, and/or professional school; letters from three persons well-acquainted with the applicant's academic performance and ability or the applicant's performance in a job; and the Aptitude Test of the Graduate Record Examination, taken within 5 years of the application to the school. Physicians and dentists applying to the Medical/Dental Track may submit their scores from the Medical College Admission Test.

Opportunities for Financing Education

Limited funds are available for student support. The School of Public Health is a participant in the Harvard University Federally Insured Student Loan Program. Some funding is offered specifically to physicians and dentists through a W.K. Kellogg Foundation Fellowship Program, and each year one or two minority applicants are awarded a George Gund Fellowship.

Opportunities After Graduation

The program has developed effective job placement mechanisms for its graduates utilizing academic and clinical faculty, and program alumni. A network of contacts has been developed with potential employers throughout the country and with professionals in a wide variety of executive-level positions. Career planning information and seminars are offered throughout the two years.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
M.S. in health policy & management	18 mos.	Summer: 2–3 mos. 2nd year: ¼ time field work project	65/3	49	4	35

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$7,350.	$7,350.	N/A	$500.	$300.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
6/1	4/1	$25.	4/1	7/1	30 days after decision notice

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
$100.	30 days after decision notice	nonrefundable	40	Sept.

UNIVERSITY OF HOUSTON—CLEAR LAKE CITY*

S. Kelley Moseley, Dr. P.H., Coordinator
Program in Administration of Health Services
School of Business & Public Administration
2700 Bay Area Boulevard
Bayou Building
Houston, Texas 77058
713-488-9474

Address inquiries to:
S. Kelley Moseley, Dr. P.H.
Program Coordinator
at the program address

Program Information

This accredited program is located in the Houston metropolitan area. Students have the resources of the Texas Medical Center, Johnson Space Center, and a variety of educational and service organizations nearby. These resources afford the student the opportunity of clinical experience and involvement in varying fields from aerospace medicine to neighborhood health centers, from oncology and heart transplant research to public health activities. As a result students and guest speakers come from a variety of health delivery settings.

Curriculum Description

The academic programs and degree requirements are variable depending on individual student background but normally include 36 to 54 semester hours of graduate study and a residency program of approximately one year.

The core health service curriculum consists of 27 hours, and 12 hours of electives which a student may select to develop specialization in hospital administration, financial management or planning. Additional foundation courses may be required of students with no business background. Such courses include Accounting, Economics, Statistics, Finance, and Management.

Admission Procedures and Requirements

Students being considered for admission to the graduate program are evaluated based on several criteria. These are: a minimum undergraduate grade point average of 2.75 or higher in the final 60 hours; a Graduate Record Examination score or Graduate Management Admission Test score considered acceptable by the admissions committee; and previous work experience in the health sector. Incoming students are also requested to have basic preparation courses.

Opportunities for Financing Education

Numerous work-study arrangements are available in the community. Students are encouraged to undertake part-time employment in the variety of health care institutions in the surrounding area.

Financial assistance is available to qualified students in the form of loans, grants, scholarships, and part-time employment. Award of financial aid is predicated on demonstrated need and every effort is made to assist those students with limited resources.

The student may submit a financial aid form to the college scholarship service. Applicants are also encouraged to discuss their particular requirements with the Director of Admissions. Students seeking aid should contact the Financial Aid Counselor in the Office of Admissions at the University.

Opportunities After Graduation

Students are assisted in obtaining employment through two sources: the Student Placement Office and the Health Services Student Association. Opportunities are identified and interviews scheduled through the student placement office, and job announcements are accumulated and coordinated by the student association and program coordinator's office.

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*Full AUPHA Member (ACEHSA Accredited).

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program Didactic	 Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.	20 mos.	12 mos.	26/33	32	13	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition Resident	 Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$100.	$960.	N/A	$200.	$280.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application Earliest Date	 Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants Earliest Date	 Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
3/1	10/1	$25. international students	4/15	11/15	60 days

Deposit to Hold Place in Class Applied to Tuition	 Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	30	Aug.

INDIANA UNIVERSITY

Gerald J. McHugh, D.B.A., Director
Graduate Program in Health Administration
801 West Michigan Street
Business/SPEA Building 3025
Indianapolis, Indiana 46223
317-264-7189

Address inquiries to:
Director, Graduate Program
in Health Administration
at the program address

Program Information

The Graduate Program in Health Administration offers an advanced course of study leading to the granting of the M.H.A. The program consists of a rigorous interdisciplinary curriculum which can accommodate a wider range of career interests and backgrounds. The program is designed to be flexible enough to meet the needs of the student and the field of health administration and still maintain the structure and standards needed to maintain academic excellence.

Curriculum Description

The curriculum emphasizes the technical skills necessary to succeed in the complex fields of health administration and health policy and planning, particularly in the areas of financial management, health economics, health law, quantitative methods, health policy and regulation, and specialty courses in hospital, mental health and nursing home organization and management as well as courses in strategic and areawide planning. A *minimum* of 51 semester hours is currently required for graduation.

Admission Procedures and Requirements

Requirements for admission include a bachelor's degree from an accredited educational institution; a minimum grade point average of 3.0 on a 4.0 scale; the Graduate Record Examination (GRE); and three hours each of undergraduate accounting, economics, and statistics, or equivalent. The final date for receipt of applications is February 15 of the year for which admission is desired. Generally, 25 students are accepted each year.

Opportunities for Financing Education

The University maintains an Office of Scholarships and Financial Aid for all students.

Opportunities After Graduation

The faculty, a very active Alumni Association, as well as University placement opportunities assist graduates seeking employment.

Faculty Information

In addition to the School of Public and Environmental Affairs full and part time faculty, a selected group of well qualified health administrative persons from the surrounding communities are carefully utilized in the program.

INDIANA UNIVERSITY

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.H.A.	18 mos.	12 mos.	56/18	22	4	40

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$863.	$2,366.	none	$450.	none

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
July	2/15	$20.	3/15	7/1	two weeks

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	35	Aug.

UNIVERSITY OF IOWA*

Samuel Levey, Ph.D., S.M., Head
Graduate Program in Hospital and
Health Administration & Center for Health Services Research
College of Medicine and Graduate College
S517 Westlawn
Iowa City, Iowa 52242
319-356-2593

Address inquiries to:
Samuel Levey, Ph.D.
at the program address

Program Information

The Graduate Program in Hospital and Health Administration at The University of Iowa has offered curricula leading to the Master of Arts and Doctor of Philosophy degrees since its inception in 1950. While the program holds primary linkages with the College of Medicine and the Graduate College, the resources of many units within the University are utilized in curriculum development and research. Included is the Department of Preventive Medicine and Environmental Health in the College of Medicine and various departments in the Colleges of Business Administration, Education, Engineering, Liberal Arts, Nursing, and Pharmacy. The Center for Health Services Research, the research division of the Graduate Program, fosters a program of research and education in health policy and management.

The primary objectives of the master's sequence are to provide learning experiences which emphasize both theoretical and applied aspects of health management, to facilitate the development of a strong interdisciplinary knowledge base, and to provide an introduction to health services research and health policy.

Curriculum Description

The curriculum for the master's degree is intended to accommodate diverse career interests. The degree normally requires a twenty-three month, 54 credit hour program. A 5-year early admissions plan that permits admission after three years of college is available to outstanding students. Core requirements include Health Care Organization and Administration, Hospital and Health Law, Health Economics, Quantitative Applications, and Financial Management of Health Institutions. Core courses are supplemented by a variety of electives that are selected according to student interests.

Students will ordinarily complete three semesters of full-time study prior to embarking upon a residency under the guidance of an experienced health manager-preceptor. A thesis is optional.

Students may enter joint degree sequences conducted with various units of the University including Business Administration, Urban and Regional Planning, etc. The requirements for both degrees will normally be completed in two full years of study.

An excellent health science library and other facilities with access to a broad base of health care information are available to students.

All students are required to maintain a 3.0 grade point average. The residency and thesis are graded on a satisfactory/unsatisfactory basis.

Admission Procedures and Requirements

Admission is open to qualified students with a baccalaureate degree from an accredited institution. Majors from any discipline will be considered, although introductory courses in accounting, economics, management, and statistics are prerequisites for admission.

Applicants must furnish completed application forms, official transcripts of previous graduate and undergraduate course work, three letters of recommendation, and a statement outlining the applicant's career objectives. The Graduate Record Examination is required.

Applicants are accepted for admission to the fall semester only and early applications are encouraged. Completed applications must be filed not later than April 1.

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*Full AUPHA Member (ACEHSA Accredited).

Opportunities for Financing Education

A number of research assistantships and tuition scholarships are available on a competitive basis. A limited number of Public Health Traineeships may be available to individuals who meet eligibility criteria. Applications for financial aid may be submitted with the application for admission. Student loans are available through program and University sources.

Opportunities After Graduation

Graduates are employed in hospitals, long-term care institutions, ambulatory care facilities, planning agencies, and related health organizations. Program faculty, alumni, and affiliated institutions assist in the placement process.

Faculty Information

In addition to eight full-time faculty members, a number of part-time and adjunct faculty teach specialized courses. The program has a close affiliation with the University of Iowa Hospitals and Clinics and with local, regional, and national health organizations and associations.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.A.	17 mos.	6 mos.	60/2	24	2	54

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,200.	$2,800.	$2,000.	$500.	$150.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
10/1	4/1	$10.	11/1	6/30	30 days

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	35	Aug.

LOMA LINDA UNIVERSITY*

Lee H. Reynolds, Ph.D., Chairman
Department of Health Administration
School of Health
Loma Linda University
Loma Linda, California 92350
714-824-4573

Address inquiries to:
Elmer A. Widmer, Ph.D.
Associate Dean for Student Activities
at the program address
714-824-4577

Program Information

Although the health administration program leading to the M.P.H. degree began with the founding of the school, the Master of Health Administration curriculum admitted its first class in the autumn of 1978. Consistent with the school's philosophy, both programs are distinctive in that they emphasize personal health and prevention of illness as well as mastery of the fundamental skills of administration. Graduates of both curricula are prepared to function well in management roles in a variety of settings. The M.P.H. curriculum is particularly appropriate, however, for health professionals who expect to assume leadership roles in their technical disciplines. The M.H.A. curriculum is designed to prepare students for careers in the administration of large-scale, corporate-type health-care delivery organizations. Because the curricula focuses on fundamental, generic principles of administration, graduates are able successfully to administer organizations in a variety of settings.

Curriculum Description

The Master of Health Administration degree requires a minimum of four quarters of full-time study on the campus followed by 12 months spent in an administrative residency in an appropriate health care organization. The student is expected to enter the program having had adequate undergraduate preparation in behavioral sciences, business administration, and mathematics. Without such preparation, up to three additional quarters of study may be required. Graduation requirements include (1) a cumulative grade point average of 3.0 on a 4.0 scale, and (2) satisfactory completion of 48 units of required courses in the following areas: ethics, public health, management, law, finance, marketing, research methods, and economics.

The Master of Public Health degree with a major in health administration requires 51 units of course work in the areas of public health, management, finance, economics, and law. In addition the student must complete a field practicum of 400 hours.

Admission Procedures and Requirements

One may begin either program in any quarter. The sequence of courses, however, is such that the M.H.A. program is best begun in the autumn quarter. Applications should be at the school at least three months prior to the anticipated enrollment date. Admissions requirements include a cumulative grade point average of B or higher on previous studies, an acceptable Graduate Management Admission Test score (required only for the M.H.A. degree), and a baccalaureate degree including the following specific courses: for the M.P.H.—microbiology, chemistry, human physiology, and any two courses from general psychology, general sociology, and anthropology; for the M.H.A.—principles of accounting, principles of economics, management, marketing, finance, business law, statistics, computer programming, cultural anthropology, and social psychology. Students not having adequate preparation in these areas may complete these requirements as an initial phase of the M.H.A. program.

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LOMA LINDA UNIVERSITY

Opportunities for Financing Education

Acceptance to the program is based on estimates of an applicant's ability to profit from the program and have a successful career rather than on ability to pay for an education. Limited funds are available in the form of traineeships, scholarships, and assistantships to help students meet their financial needs. Loan funds are available also. Numerous work opportunities exist in the area, but generally students are unable to work more than 12 to 15 hours per week and still carry a full class load.

Opportunities After Graduation

Placement assistance is available through the school's placement office. Additional informal placement help is provided by the faculty.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
M.P.H.	15 mos.	3 mos.	15/5	8	11	78
M.H.A.	12 mos.	12 mos.	46/7	13	13	

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$6,950.	$6,950.	$4,200.	$500.	none

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
none	3 mos. before date	$25.	N/A	within one month of acceptance	N/A

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
$50.	within one month of acceptance	nonrefundable	45–50	Sept.

LONG ISLAND UNIVERSITY—C. W. POST CENTER

Thomas C. Webster, Ph.D., Chair
Department of Health Care and Public Administration
School of Health and Public Service
Master of Public Administration
Roth Hall
Greenvale, New York 11548
516-299-2716

Address inquiries to:
Thomas C. Webster, Ph.D., Chairman
at the program address

Program Information

Long Island University, C.W. Post Center offers the Master of Public Administration (M.P.A.) degree in Health Care Administration. The objective of the program is to provide training for those who are either presently in the health care area or who have chosen that area as an eventual career field. The approach is multidisciplinary, with courses focusing on such topics as health care organization, health economics, legal aspects of health care, administrative theory and practice, and health planning.

Curriculum Description

The M.P.A. program consists of 45 credits. The program is in four stages: foundation courses totaling 18 credits; core courses totaling 12 credits; specialization courses totaling 12 credits; culminating seminar—3 credits.

The foundation courses consists of Public Policy and Administration, Organizational Theory and Behavior in the Public Sector, Computer Application, Analytical Methods and Computer Based Information Systems.

The twelve credit hours of required core courses consists of Personnel Administration, Public Policy in Health Care, Fundamentals of Public Budgeting and Finance, and Ethics and Accountability in Health Care Administration.

Admission Procedures and Requirements

Our program is tailored for experienced students—those with field experience (professional or volunteer) in a health related area.

Admission is open to qualified students with a baccalaureate degree from an accredited institution. Applicants must furnish completed application forms, official transcripts of previous graduate and undergraduate course work, two letters of recommendation, and a statement outlining the applicant's career objectives.

Opportunities for Financing Education

Graduate assistantships/scholarships may be available for qualified full-time students on a limited basis. The program chairman should be contacted for availability. The ability to pay does not affect the chances of admissions. Applications may be obtained from the Financial Aid Office of C.W. Post Center.

Opportunities After Graduation

The Department runs an informal placement service. Career opportunities exist in hospital administration, management of long-term care facilities, and ambulatory care administration. In addition, positions are available in numerous voluntary and governmental agencies that plan, finance, implement, and evaluate health service programs.

LONG ISLAND UNIVERSITY—C. W. POST CENTER

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.P.A.	24 mos. total length		111/547	423	159	80

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
N/A	$3,768.	N/A	$750.	$90.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
open	open	$25.	open	as soon as records are processed	1 year

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	200	open

UNIVERSITY OF LOUISVILLE

John A. Dillon, Jr., Ph.D., Director,
Systems Institute
Master's Degree in Systems Science/
Health Systems Option
5th and Bloom Streets
Systems Science Building
Louisville, Kentucky 40292
502-588-6482

Address inquiries to:
Robert E. Hoye, Ph.D.
Professor of Systems Science
at the program address

Program Information

The Systems Science Institute was founded in 1974, as an integral part of the Graduate School, to prepare graduate students in the analysis, administration, and application of general systems theory. It also engages in research designed to solve complex problems of the local urban community as well as the state and nation. The research places primary emphasis on health systems, energy systems, ecological systems, and social and behavioral systems.

Curriculum Description

The Systems Science Institute offers the degree of Master of Science in Systems Science with specialities in three option areas: (1) Health Systems; (2) Energy/Ecological Systems; and (3) Information/Decision Systems.

Several options are available depending upon the student's field of interest. Upon agreement with a faculty advisory committee, course work may be assigned in other schools and colleges of the University of Louisville (Medicine, Dentistry, Business, Engineering, Social Work, Education, and Arts and Sciences).

The master's program requires the completion of a research thesis. Six credit hours are granted for the thesis. Thirty (30) semester hours is a minimum requirement for the degree, however, additional courses may be requested in each individual program that is specifically designed for each student through the advisory process.

Admission Procedures and Requirements

The following are required admission procedures: (1) Complete and return to the Office of Admissions the application form in triplicate; (2) Send with the application a five dollar ($5.00) non-refundable application fee; (3) Have official transcripts of all previous college work (both undergraduate and graduate) sent directly to the Office of Admissions, University of Louisville, by the Registrar of all colleges and/or universities involved; (4) Request two persons well acquainted with your academic work to furnish the Office of Admissions with letters of recommendation. (5) Take the Aptitude Section of the Graduate Record Examination and instruct the Educational Testing Service to forward the results to the Office of Admissions, Belknap Campus, Louisville, KY 40292. (6) Applicants for whom English is a second language must also take the TOEFL examination (to test the applicant's proficiency in spoken and written English).

Additional admission requirements may be made at the departmental level. Such requirements can be found in the departmental sections of the Graduate Catalogue and those pages should be consulted.

To be admitted in visiting student status, you must submit the application and a letter from your home institution stating that you are a student in good standing and that you have their permission to enroll for a specified semester (application fee is not required).

Admissions are administered by the Office of the Graduate School and are subject to the approval of the Graduate Dean.

Opportunities for Financing Education

Limited funds are available and students are requested to confer with the Systems Science Institute.

Opportunities After Graduation

The majority of students enrolled in the program are already employed in middle to upper-level management positions. Contact is maintained with employers at the local and national levels and faculty assistance in placement is available to those requesting it.

Students seeking assistance in locating employment are encouraged to register with the Placement Service of the University of Louisville.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.	24	variable	15/66	46	38	60

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$600.	$1,700.	$1,100.	$375.	N/A

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	8/15	$5.	N/A	N/A	2 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	15	Aug. Jan. May

UNIVERSITY OF MASSACHUSETTS—AMHERST*

Paula L. Stamps, Ph.D., Associate Professor and
Chairman, Health Administration Program
Division of Public Health, School of Health Sciences
Arnold House
Amherst, Massachusetts 01003
413-545-1317

Address inquiries to:
Graduate School
University of Massachusetts
Amherst, Massachusetts 01003

Program Information

The Health Administration Program offers one of four concentration areas for graduate study in public health at the University of Massachusetts at Amherst. The Health Administration Program provides students with an interdisciplinary approach to developing skills and understanding of the organizational and managerial issues associated with health service delivery and program development. In a 21 month course of study leading to a Master of Science degree in Public Health, students prepare for professional careers in planning, administration, regulation, and financing of health services.

Curriculum Description

The curriculum is based on four semesters of academic course work, a summer field training experience, and the completion of a master's thesis. The program itself offers a wide range of courses each year in various aspects of health administration. Every student in the division is required to take core courses in epidemiology, environmental health, and biostatistics. Students in health administration must in addition to the core courses in public health take a nine credit health administration core that provides the conceptual background and basic skills required for health administration. Total course requirements including field training and the thesis amount to 60 credits. Electives may be taken within the program in such areas as ambulatory care, hospital administration, health financing, government health programs, health economics, health planning, and others.

Admission Procedures and Requirements

Applicants interested in pursuing graduate education in health administration must satisfy the entrance requirements of the Graduate School including a 2.75 undergraduate grade point average (or equivalent) and completion of the Graduate Record Examination. Previous academic training and competence, letters of recommendation, and work experience are carefully weighed in the review process. The program accepts students with a wide range of undergraduate backgrounds but minimal training in the biological, social, and behavioral sciences is expected. Students entering this program should have completed at least one college level microeconomics course and must have completed a basic accounting course. To be considered for fall admission completed application forms must be received by the Graduate School prior to March 1.

Opportunities for Financing Education

Students in the Health Administration Program are eligible for three types of financial support: U.S. Public Health Service Traineeships, University supported teaching assistantships, and grant supported research assistantships. In addition, several types of student loans and limited work study funds are available through the University. While no guarantee can be made with respect to aid, every effort is made to support students in financial need, particularly during their second year of study.

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*Full AUPHA Member (ACEHSA Accredited).

UNIVERSITY OF MASSACHUSETTS—AMHERST

Opportunities After Graduation

A review of position announcements and employment experiences of recent program graduates suggests a strong regional market for staff and administrative personnel in both planning and regulatory agencies and in the new types of health delivery organizations such as HMOs, family planning centers, and community mental health agencies. Recent graduates have also secured positions in hospitals and consulting firms. The faculty, alumni, and field training sponsors are available to counsel students on career opportunities and to provide information on current job openings at the local, state, and national levels.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
M.S.	21 mos.	3 mos.	47/1	33	7	62

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$652.	$1,752.	N/A	N/A	$165.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
1/27	9/1	$118.	N/A	9/17	1 month

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
N/A	N/A	N/A	30	Sept.

UNIVERSITY OF MIAMI

Thomas A. Natiello, Ph.D., Director, Professor and Chairperson, Health Administration Division
Institute for Health Administration and Research
Master of Business Administration, concentration in Health Administration
Main Campus, University of Miami
P.O. Box 248024
517L Jenkins Towers
Coral Gables, Florida 33124
305-284-2622

Address inquiries to:
Thomas Natiello, Ph.D.
Institute for Health Administration and Research
at the program address

Program Information

The University of Miami, located in Coral Gables, Florida, offers a concentration in health administration through its School of Business Administration which stresses the managerial and administrative aspects of the health field. The program is designed to educate individuals to satisfy the rapidly increasing demand for such administrators as the health field emerges as one of the largest industries in the United States. The South Florida area has representatives of all health institutions, allowing students to experience the diversity of health programs first hand. It also offers an Executive Saturday Program for employed health professionals.

Curriculum Description

Course work includes requirements in the fields of accounting, economics, finance, statistics, operations research, management, law, and organizational behavior. One-third of the core courses are taken in the health field, including health planning, management of health resources, legal aspects of health administration, economics of health care, and politics of health care, in addition to the foundation course work in health administration. Residencies (field work) are required. The program has access to the resources of the University of Miami Medical School Teaching Hospital, Jackson Memorial Hospital, and the many health institutions located in the Miami area.

Admission Procedures and Requirements

Admission deadlines are May 1 for the Program in Management Studies (summer Common Body of Knowledge Program), and June 1 for the fall M.B.A. program with a concentration in health administration. The Admissions Committee considers applications from those who hold bachelor's degrees from accredited colleges and universities. A person's undergraduate record, the Graduate Management Admission Test (GMAT), evidence of ability and motivation to do graduate work, maturity, and leadership qualities are all considered in determining eligibility. Ordinarily a 3.0 junior/senior grade point average and a score of 450 on the GMAT are required as a minimum for admission, but superior performance in either may offset a minor deficiency in the other. The University of Miami is an independent, non-sectarian, non-profit institution of higher learning open to qualified men and women students of all races, creeds, and nationalities. Admissions for the Executive M.B.A.-H.A. have the same requirements, with the addition of current employment and 3–5 years administrative experience.

Opportunities for Financing Education

The School of Business Administration grants a number of graduate assistantships each year. Graduate assistants work approximately 15 hours per week during the academic year, receiving a monthly stipend and in most cases tuition waiver.

Assistantships are granted on the basis of merit. Part-time employment opportunities are also available to graduate students through the University's programs and other student employment programs, as well as through employers in the area.

UNIVERSITY OF MIAMI

Opportunities After Graduation

In addition to the career advising carried out by the health administration faculty, the University of Miami Department of Career Planning and Placement provides services such as career counseling, listings of national and local employment opportunities, and an annual job fair.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
M.B.A.-H.A.	14–24 mos.	12 mos.	115	58	15	81

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$7,242.	$7,242.	$2,650.	$360.	$140.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
none (Reg. prog.)	6/1	$25.	Rolling admissions		1 month
(Exec. Sat. prog.)	11/1	$25.			

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
$100.	5/1	nonrefundable	20	Aug.
$300. (Exec. Sat. prog.)	12/1	nonrefundable	40	Jan.

UNIVERSITY OF MICHIGAN*

Howard S. Zuckerman, Ph.D.,
Associate Professor and Director
Program in Hospital Administration
School of Public Health
1420 Washington Heights
Thomas Francis Jr. Public Health Building
Ann Arbor, Michigan 48109
313-764-1383

Address inquiries to:
Howard S. Zuckerman, Ph.D.,
Associate Professor and Director
Program in Hospital Administration
M3023 School of Public Health
The University of Michigan
Ann Arbor, Michigan 48109

Program Information

The program in Hospital Administration was formed in 1955. It is located in the School of Public Health and offers a sixty credit, two year degree: Master of Health Services Administration. The program combines a business management and public health approach to produce graduates who are able to work effectively in hospitals and other health care institutions, including financing agencies and policy and planning agencies. The program differs from other M.H.S.A. opportunities at Michigan *(q.v.)* by its concentration on the management of hospitals and other large complex health care provider organizations.

Curriculum Description

The curriculum is designed primarily to equip exceptional men and women for careers of community leadership in the economical delivery of high quality health care. Its graduates are capable at a variety of entry-level positions in hospitals and related organizations.

The course of study emphasizes the principles and tools of management analysis, planning, decision making and problem solving applied to the hospital and related institutions. Concentrations are offered in General Management, Finance, Organizational Behavior, and Operations Engineering. Careful attention is given to the values and goals of the health care system and society. The program courses focus on skills and concepts rather than description. They address the two primary functions of hospital administration—effective management of the internal operations, and active participation in planning and providing health care services to the community in a manner that will insure comprehensive care of high quality for all persons.

It is recognized that the structure of the hospital industry is changing with growing emphasis on and concern for provision of ambulatory care, long-term care, mental health, and comprehensive care. In addition, it is clear that there is a substantial movement toward inter-organizational relationships not only among hospitals but between hospitals and other provider agencies. The curriculum reflects these changes so that the students become familiar with these emerging developments and develop knowledge and skills applicable to a variety of organizational settings.

Admission Procedures and Requirements

Applicants for admission to the program must hold a bachelor's degree from an accredited college or university, and they are required to submit scores for the Graduate Record Examination (Aptitude Test) or the Graduate Management Admission Test. Experience, either paid or voluntary, in a health care institution is not required but is recommended to provide a frame of reference for graduate studies in hospital administration.

Applications from minority group students are particularly welcome inasmuch as these groups are presently underrepresented in the health services administration field.

Applications received after January 31 are not normally considered. Early application is encouraged.

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*Full AUPHA Member (ACEHSA Accredited).

Opportunities for Financing Education

The program attempts to insure that financial obstacles do not prevent qualified students from completing their course of study. Traineeships, scholarships, and loans are available. In all cases, applications for financial assistance are considered only after a decision has been made regarding admission. Awards are made on the basis of financial need and academic potential.

Opportunities After Graduation

The curriculum in hospital administration is designed to prepare graduates for responsible first positions and eventual leadership roles in hospitals and other health care organizations. To assist in securing such positions, considerable faculty effort is devoted to counseling students in development of career plans and alternative means to accomplish these plans. Information about employment opportunities is continually solicited and received by the program. These opportunities are made known to students who will then respond directly or through the program if appropriate.

For students preferring a post-graduate residency, the program initiates contact with selected institutions or agencies to determine the possibility of residency opportunities. Through the placement process, alumni are active in informing the program of job and residency openings.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.S.A.	16 mos.	4 mos.	41/5	19	5	16

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$2,916.	$6,260.	$3,000.	$294.	$25.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
9/1	1/31	$20.	1/31	5/31	four weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	6/1	nonrefundable	22	Sept.

UNIVERSITY OF MICHIGAN*

S.E. Berki, Professor and Chairman
Medical Care Administration and Organization
School of Public Health
109 Observatory
M3149 Thomas Francis Building
Ann Arbor, Michigan 48109
313-764-5432

Address inquiries to:
Ms. Barbara Carr
Student Services Assistant
at the program address

Program Information

The Master of Health Services Administration (M.H.S.A.) degree program in the Department of Medical Care Organization prepares individuals for careers in planning, organization, management and evaluation of health services and institutions. This interdisciplinary department stresses the roles of the health care administrator as a highly skilled manager of organizations and leader in health care policy.

Curriculum Description

The curriculum of the M.H.S.A. program in Medical Care Administration consists of 60 credits, to be taken in four terms of 15 credits each. Approximately half of these credits are comprised of courses that are part of the M.H.S.A. core curriculum or are specific requirements of this department. The remaining coursework consists of electives chosen from courses offered by this department or by other departments of the School of Public Health and the University.

Most students are required to spend four months after the completion of the first two terms of coursework on a full-time field placement in an approved medical care program. The length of the entire program is therefore twenty months. In order to qualify for a degree offered by the School of Public Health, an average of B or greater must be achieved.

The department also offers a nonresidential master's degree program in medical care administration with a particular focus on ambulatory care services. Students must be employed in administrative-management positions in health care agencies. Students in the On Job/ On Campus Program receive the Master of Public Health degree. Requirements for the M.P.H. degree are fulfilled during a two-year work-study period. Candidates complete 48 credits of coursework as well as the assigned work projects to earn their degree.

Admission Procedures and Requirements

Applicants for the master's program submit an application directly to the Recorder of the School of Public Health. The Aptitude Test of the Graduate Record Examination is required of all applicants for the master's and doctoral programs.

New students are ordinarily admitted only in the fall. Applications received after April 15 will ordinarily not be considered for admission in September of that year.

Although the department specifically encourages application by persons with academic backgrounds in the social sciences or with work experience in the medical care field, the M.H.S.A. program in Medical Care Administration is open to applicants without restrictions as to the nature of previous studies or employment. If possible, applicants should have coursework in statistics, American government, and microeconomics (price theory). It is recommended that students take an introductory accounting course before enrollment.

Selection of applicants for enrollment in the M.H.S.A. program is made competitively. Decisions are based on an overall assessment of the applicant's qualifications to undertake graduate study.

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UNIVERSITY OF MICHIGAN

Opportunities for Financing Education

The Department of Medical Care Organization attempts to insure that financial obstacles do not prevent qualified students from completing their course of study. The following types of financial aid are available: Public Health Service Traineeships and University Fellowships for Minority Students and Tuition Scholarships.

Opportunities After Graduation

Recent graduates of the program have had a number of employment opportunities from which to choose. Positions are available in governmental and private organizations (both non-profit and commercial).

The Office of Student Affairs in the School of Public Health provides a Career Placement Service which advises students on effective job-placement techniques and critiques resumes. The office posts job openings and publishes a job opening bulletin. Each year the office will arrange a Career Day inviting representatives from a range of agencies for discussions with students.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.S.A.	16 mos.	4 mos.	55/1	43	5	60
M.P.H./ OJ/OC	27 mos. (nonresidential)	none	54/0	19	10	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$2,916.	$6,260.	$2500. (double room)	$250.	$80.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
1/1	6/1	$20.	2/15	7/30	varies

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	6/1	nonrefundable	24	Sept.

UNIVERSITY OF MICHIGAN*

Kenneth E. Warner, Ph.D., Chairman
Health Planning and Administration
School of Public Health
109 S. Observatory
Ann Arbor, Michigan 48109
313-764-2132

Address inquiries to:
Kenneth E. Warner, Ph.D., Chairman
at the program address

Program Information

The M.H.S.A. in Health Planning and Administration is concerned with expanding the understanding of the determinants of health and the consequences of the wide range of interventions used to protect and enhance community health—governmental and non-governmental, collective and individual, preventive and curative, domestic and international. Within this broad context, the department's instructional, research, and service endeavors are directed towards two concerns:

1. *Health Policy:* the analysis of health issues, the development of means to attack these issues, the processes by which public and related health policies are developed, and the implications of these various activities for resource acquisition and allocation.
2. *Public Health Administration:* the organization, administration, and financing of public health activities, broadly defined.

Curriculum Description

The curriculum includes completion of the core program, departmental courses, and electives. Emphasis in the core is on analytical methodologies and descriptive and analytical materials relating these methodologies to the health sector. Departmental requirements build upon these core requirements and focus on additional analytical work, i.e., resource allocation and, depending upon student interests, course sequences in either administrative or planning methodologies. Additionally, students are normally expected to complete at least one course in an analysis of community-based health programs. Electives are drawn from other departments in the school and on campus to round out the student's preparation. This is normally one-third of the program. Students may also earn a Master of Arts in Applied Economics in conjunction with their public health degree.

Admission Procedures and Requirements

Students are expected to present a minimum of 3.0 GPA for their undergraduate work and a minimum combined verbal and quantitative score on the Graduate Record Examination of at least 1000. Admission is open to students without previous experience or additional academic work.

Opportunities for Financing Education

Financial aid is available through the University and federal traineeships. Uncertainties regarding the level of funding from both sources indicate that a decreasing proportion of students will be able to secure support. Interested students should indicate on the application form their intention to apply for financial aid, whereupon the appropriate information will be forwarded from the Office of Student Affairs.

Opportunities After Graduation

The department works actively with students, the school placement office and the University's placement group in assisting graduates in finding employment. Since the creation of the department, all graduates have been successfully placed in agencies—local, state, national, and international—in keeping with their interests and needs.

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STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.S.A.	16 mos.	4 mos.	33/1	23	10	42

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$2,870.	$6,270.	$2,500.	$500.	$150.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
Sept.	4/1	$20.	2/1	8/31	4 months

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	6/1	N/A	15	Sept.

UNIVERSITY OF MINNESOTA*

George O. Johnson, Ph.D., Director
Program in Hospital and Health Care Administration
Division of Health Services Administration
School of Public Health
420 Delaware Street S.E.
Box 97, Mayo Memorial Building
Minneapolis, Minnesota 55455
612-373-8052

Address Inquiries to:
George O. Johnson, Ph.D., Director
at the program address

Program Information

The University of Minnesota Program in Hospital and Health Care Administration is one of the nation's original academic programs in health administration. Since its beginning in 1946, the Minnesota Program has been widely recognized for its leadership in the field, for its academic excellence and, most importantly, for the quality and success of its graduates.

The Minnesota program is located in the School of Public Health and brings together a business management and public health approach to produce graduates who are able to work effectively in hospitals and a wide variety of other important health services organizations.

Curriculum Description

The program's goal is to prepare men and women for high-level administrative positions in health services organizations after the requisite years of practical experience in responsible managerial positions.

The program curriculum consists of two academic years (18 months) of formal preparation and a three month administrative residency between the two academic years. Eighty-five quarter credits are completed in management, quantitative management, operations research, economics, finance, strategic planning, problem solving, and a series of electives. Students may use electives to develop an emphasis in functional areas such as financial management, planning, human resources, or health policy or to emphasize contextual areas such as ambulatory care, long term care, or mental health administration. Completion of a thesis is accomplished during the second academic year. The summer residency provides a supervised management experience in a health care institution. The program places a high emphasis on executive development following the M.H.A. and provides the option of one and two year administrative fellowships.

Dual degrees in public affairs or business administration are available to students who arrange an acceptable program of study and are formally accepted for admission by both units. An alternative program of study is available for employed administrators through the Independent Study Program described elsewhere in this publication.

Admission Procedures and Requirements

All applicants must possess a bachelor's degree from an accredited institution and have completed at least 3 credits each in college level courses in accounting, statistics, and microeconomics. A 3.0 grade point average is required as is a Graduate Record Examination Test score total of 1500 for three parts. Prior experience in health care institutions is desirable. Applications and supporting information must be received by February 1 for admission the following fall.

Opportunities for Financing Education

Financial aid is available in the form of grants and loans to support full-time study in the program. A limited amount of Public Health Service traineeship support is provided.

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UNIVERSITY OF MINNESOTA

In addition, the James W. Stephan, Douglass Associates, Equitable, and McGaw Scholarships are available. Loans are available through general University sources and federally sponsored student loan programs. Loan support up to $3,500 may also be obtained from the Educational Trust Fund of the Alumni Association upon successful completion of the first quarter of study.

Opportunities After Graduation

Graduates have excellent experience in obtaining jobs of their choice nationally. Assistance is provided by clinical preceptors, a joint Program-Alumni Association Career Development Program, and a network of exceedingly strong and loyal alumni.

Faculty Information

The program's doctoral, master's, and alternative studies programs have available eleven full-time faculty with a variety of academic and applied disciplines and skills. In addition, part-time academic faculty hold appointments and positions in the Graduate School of Management, the Center for Health Services Research, the Hubert H. Humphrey Institute for Public Affairs, the Medical School, James A. Hamilton Associates, Inc., and the University Hospitals. Clinical faculty hold leading administrative positions in a broad range of hospitals and health care organizations in the metropolitan area and the country.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.A.	18 mos.	3 mos.	56/0	24	2	33

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,775.	$4,880.	$2,217.	$300.	$224.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
8/1	2/1	$15.	3/1	5/1	2 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	with response to acceptance offer	nonrefundable	30	Sept.

UNIVERSITY OF MISSOURI—COLUMBIA*

Gordon D. Brown, Ph.D., Professor and Director
Health Services Management
403 Noyes Building
University of Missouri—Columbia
Columbia, Missouri 65211
314-882-6178

Address inquiries to:
Admissions Coordinator
at the program address

Program Information

The goal of the Graduate Program in Health Services Management is to develop professionals with competencies that prepare them for leadership roles in the areas of health administration and health planning. Within these areas students can elect a special concentration in hospital and health administration, health planning, long-term care, ambulatory care, mental health administration or international development. The program is located in the School of Health Related Professions and awards the degree of Master of Science (M.S.) in Public Health. The program was initiated in 1965 and currently accepts between twenty-five and thirty students starting in the fall semester.

Curriculum Description

The Graduate Program develops in the first year the skills and conceptual and theoretical background necessary for students to analyze complex health system problems and to be innovative in their thinking. The second year builds on these areas, providing increased flexibility to concentrate in various administrative and planning emphases, and allowing students to pursue more independent learning.

The Graduate Program utilizes a number of academic areas within the University to provide a broad and rich academic base, and has formal dual degree options developed in three areas. Students who have undergraduate backgrounds in health planning and administration, business administration, public administration, or industrial engineering might choose to elect a formal dual degree option with Business Administration (M.S.-M.B.A.), Public Administration (M.S.-M.P.A.), or Industrial Engineering (M.S.-M.S.I.E.). Under the dual degree option students are able to complete the requirements for both degrees in less time than if they pursued the degrees sequentially and, depending on their preparation, might complete them in 21 months. The Graduate Program is also affiliated with the University Medical Center and the Health Services Research Center/Health Care Technology Center.

The academic program consists of four semesters on campus plus a three-month summer practicum in a health care facility or agency. The practicum occurs between the first and second years of the program.

Admission Procedures and Requirements

To qualify for admission, an applicant must have earned at least a baccalaureate degree and have achieved a grade point average of at least 3.0 on a 4.0 system for the last 60 undergraduate credits. A cumulative GPA of 3.0 is required for any graduate work completed. All applicants should have above-average test scores from the Graduate Record Examination or Graduate Management Admission Test. Work experience in health care organizations is desirable but not required.

Completed applications are accepted throughout the year although it is advisable to have all application materials submitted by early February for the year admission is desired. The Admissions Committee reviews the application, transcripts, and test scores to determine whether the applicant meets the minimum requirements.

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UNIVERSITY OF MISSOURI—COLUMBIA

Opportunities for Financing Education

Each student admitted to the Graduate Program should be aware of the financial requirements necessary to complete the course of study. Information concerning University administered aid may be obtained from the Financial Aid Office, 3 Jesse Hall, University of Missouri-Columbia, Columbia, Missouri 65211. In addition, Graduate Studies in Health Services Management administers many forms of financial aid (scholarships, traineeships, fellowships, research assistantships, and work experience opportunities) and will supply this information on request. During the externship, a stipend of $900–$1,200 per month is received.

Opportunities After Graduation

The Graduate Program faculty and the Alumni Association take a very active role in assisting graduate students and alumni in their search for the proper job opportunities. Emphasis is placed on developing future employment contacts throughout the student's course of study. Through faculty and inquiries to the program, a full range of job opportunities by job title, setting, and location is available.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.	18 mos.	3-15	48/2	14	2	67

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,180.	$3,420.	$1,650.	$300.	$24.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
Oct.	May	N/A	Oct.	June	one month

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$20. prepayment	upon acceptance	nonrefundable	30	Aug.

UNIVERSITY OF MONTREAL*

Gilles Desrochers, L.S.C., M.A., Director
Département d'Administration de la Santé
Faculté de Médecine
2375, Chemin Ste-Catherine
Montréal, Québec H3T 1A8
514-343-6175

Address inquiries to:
Gilles Desrochers, Director
at the program address

Program Information

The Department of Health Administration of the University of Montreal was formed in 1968 by a merger of the Department of Public Health Administration with the Institute of Hospital Administration which had been founded in 1956. This merger reflected the new trend in Canada towards the constitution of an integrated system of health services. The Department of Health Administration was part of the School of Public Health (founded in 1945) which was integrated within the School of Medicine in 1970.

The objectives of the department are: education of administrators for the health services system; cooperation with the faculty of continuing education in the organization of extension courses in hospital and health services management; research in health services administration; and community service with regard to planning, organizing, or evaluating the system of health care delivery.

Curriculum Description

The Master's Program in Health Services Administration (75 credits) provides a professional option (60 credits in courses or seminars and 15 credits for administrative residency); and a research option (45 credits in courses or seminars and 30 credits for research work and thesis).

Admission Procedures and Requirements

The faculty of the department does not believe that there is any ideal undergraduate preparation for admission to the master's program in health administration. Educational backgrounds for applicants include undergraduate studies in administration, economics, sociology, political science, medicine, nursing, etc. Admission requirements for the master's program are as follows: A bachelor's degree (G.P.A.: 3.0 or more); work experience in administration or in the health field is considered as an asset but does not constitute an admission requirement; and a working knowledge of French is deemed necessary because all classes and seminars are held in the French language. The procedure for admissions follows several steps: formal application; an interview by the Admission Committee of the Department; recommendation by the Admission Committee of the Department; approval by the Admission Committee of the Medical School; and approval of the Dean of the Graduate School.

Opportunities for Financing Education

Scholarships are offered to graduate students in health administration by both the Department of Education and the Department of Social Affairs of the province of Quebec. Students enrolled in the research option or the doctoral program may qualify for federal or provincial training grants.

Opportunities After Graduation

Two thirds of the graduates of the master's degree program are now employed in executive positions in hospitals. One third have found employment in other health organizations: local centers, nursing homes, regional councils, professional corporations, hospital associations, provincial department of social affairs, federal department of national health and welfare, private consulting firms, etc.

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STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.Sc.	16 mos.	4 mos.	31/14	25	N/A	26

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$555.	$4,350.	$109. per month	$500.	$108.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	3/1	$15.	3/15	open	until 9/1

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	25	Sept.

NEW YORK UNIVERSITY

Anthony R. Kovner, Ph.D., Director and Professor
Health Policy, Planning and
Administration Program
Graduate School of
Public Administration
Tisch Hall, Room 738
New York, New York 10003
212-598-3246

Address Inquiries to:
Ada Rossdale, Coordinator
of Admissions
Graduate School of
Public Administration
4 Washington Square North
New York, New York 10003
212-598-3245

Program Information

The Graduate School of Public Administration, established in 1938, offers a program in Health Policy, Planning and Administration that leads to the professional degree of Master of Public Administration. The objectives of the program are to prepare individuals for leadership careers as managers of hospitals, nursing homes, health maintenance organizations, and neighborhood health centers and as policy analysts and technical specialists for government planning and regulatory agencies. There are two tracks in the health program, one in health administration and another in health policy and planning.

Curriculum Description

The health program curriculum consists of 15 graduate courses plus the passage of a comprehensive examination, completion of a master's thesis, or advanced management project. Students can complete the degree in two years of full-time study or four years or less of part-time study.

There are four required foundation courses in statistics, economics, American public administration, and organization theory; two required health concentration courses in health services systems; and three required courses for each of the health tracks. Six electives may be chosen from a wide range of offerings. This enables students to develop an area of specialization within one of the tracks such as financial management or planning techniques, if they wish. Students who have completed 40 credits with a grade of B or better may take advantage of the challenging opportunities offered through the administrative residency. Residencies are arranged by the program faculty.

Students are also encouraged to take advantage of course offerings in New York University's other graduate and professional schools such as the Graduate School of Business and the School of Law.

Admission Procedures and Requirements

The program is open to all qualified women and men who hold a bachelor's degree from an accredited undergraduate institution or a first professional degree from an accredited professional school. No specific undergraduate course prerequisites or fields of concentration are required. The criteria used to evaluate applications are: previous academic record and performance, statement of career objectives in the essay that is part of the application, career experience for applicants who are in mid-career or who want to change career directions, letters of recommendation, and the results of the Graduate Record Examination.

For application materials and further information write or call the admissions coordinator.

Opportunities for Financing Education

Fellowships, graduate assistantships, scholarships, and tuition remission are available and awarded on the basis of merit and need. Loans and work-study positions are also available as well as employment services through the Office of Student Services and the University Placement Office. Applications for all types of financial aid should be requested at the same time as applications for admission.

Opportunities After Graduation

The Office of Student Services operates an active placement office to assist graduating students and provides students with information about numerous job opportunities and counseling services. Students receive individual assistance with resume preparation, job search strategies, interviewing techniques, and developing interpersonal communication skills.

Faculty Information

The program is committed to the idea of primarily full-time faculty to serve both full-time and part-time students. The program has ten full-time and nine part-time faculty who possess a diverse background of academic and practical experience. The faculty hold advanced degrees in public health, medicine, public administration, economics, management, planning, and operations research. Several possess relevant experience as administrators, policy analysts, and planners in public and non-profit organizations.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.P.A.	24 mos.	6 mos. optional within the 24 month period	98/282	260	57	79

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$4,270.	$4,270.	$5,000.	$360.	N/A

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
9/1	8/1	$20.	14 days after receipt of application	30 days	3 semesters

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	130	Sept., Feb., June

UNIVERSITY OF NORTH CAROLINA—CHAPEL HILL*

Sagar C. Jain, Ph.D., Professor and Chairman
Department of Health Policy and Administration
School of Public Health
263 Rosenau Hall 201-H
Chapel Hill, North Carolina 27514
919-966-4091

Address inquiries to:
James Suver, D.B.A., Director
Master's Programs
at the department address

Program Information

The Department of Health Policy and Administration, one of the nine departments in the School of Public Health, is over forty years old. Master's degree programs (M.P.H. and M.S.P.H.) constitute an important element in its wide range of educational programs. The department has a large multi-disciplinary faculty and is a designated international center for education in health administration.

Curriculum Description

The master's degree curricula has been designed to provide high quality education for those interested in careers in health policy or health administration. The curriculum emphasizes a balance between systematic learning about health issues and public health methods on one hand, and management and policy analysis techniques on the other. Attention is also given to development of organizational and political skills.

Required courses are intended to serve as a broad foundation of public health approach and methodologies, and management/policy theories and methods. Two primary areas of concentration are available, health policy and health administration. Students also have the option of selecting secondary areas of specialization such as mental health and substance abuse, dental public health, public health, family planning, and care of the aging, gain specialization in financial management, organizational behavior, planning and evaluation, operations research, or some other methodological area. Field training is a highly formalized element of the curriculum and is required of all students, as is the passing of a master's thesis or major paper under faculty guidance and pass a written comprehensive examination.

A subset of the master's degree program includes the following conjoint degree programs: M.D./M.P.H., D.D.S./M.P.H., J.D./M.P.H., Ph.D./M.P.H., and Certificate in Community Psychiatry/M.S.P.H. Under the conjoint degree program a small number of students are allowed to complete the requirements for two degrees in less time than if these two study programs were taken sequentially.

Admission Procedures and Requirements

The following minimum requirements must be met by all applicants for the master's degree programs: an undergraduate degree with an average grade of B or better; a minimum score of 1000 in the verbal and quantitative parts of GRE (applicants with a doctoral degree may be exempted from this requirement); and a minimum score of 500 in TOEFL (applies to those whose native tongue is not English). All applicants are strongly advised to gain basic preparation in mathematics, micro-economics, and accounting before joining the program.

Application for admission is not considered complete unless Graduate School admissions application is completed; department's supplementary information form is completed; all transcripts of studies after high school are submitted; three confidential letters of reference on the prescribed form are received; and GRE and TOEFL scores are received. No application is accepted after April 1 and all admission decisions are finalized by May 15.

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*Full AUPHA Member (ACEHSA Accredited).

UNIVERSITY OF NORTH CAROLINA—CHAPEL HILL

Opportunities for Financing Education

For graduate students, the department awards Public Health Service traineeships, fellowships, and assistantships. Decisions about all awards are made on the basis of students' academic excellence as well as evidence of need. Requests for financial assistance are invited at the time students are notified of admission.

Opportunities After Graduation

The Placement Office of the University has a special unit to serve the School of Public Health. The Assistant Dean for Student Affairs, School of Public Health, actively informs students about job openings. Special placement facilities are available for minority students. The Job Placement Activity Committee maintains a Job Opportunity Bulletin, helps the department in the preparation and publication of the Annual Directory of Graduates that is mailed to nearly 2500 potential employers, and serves as a liaison between departmental students and various university resources. Faculty advisors serve as the most important source of job leads and take a very special interest in helping advisees find suitable jobs.

Faculty Information

The Department has a large, multi-disciplined faculty. In addition, there are other part-time faculty drawn largely from the field, all of whom contribute significantly to the teaching curriculum.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
M.P.H.	9 mos.	3 mos.	6/94	47	16	21
M.S.P.H.	18 mos.	3–12 mos.	76/0	52	9	

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$724.	$2,260.	$1,800.	$25.–50. per course	$715. (includes $450. field fee)

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
any time	4/1	$15.	1/1	5/15	2 weeks

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
$25.	with acceptance	nonrefundable	32	Aug.

NORTHWESTERN UNIVERSITY*

Edward F.X. Hughes, M.D., M.P.H., Director,
Program in Hospital and Health Services Management
Kellogg Graduate School of Management
2001 Sheridan Road
Nathaniel Leverone Hall
Evanston, Illinois 60201
312-492-5541

Address inquiries to:
Dianne Dardes
Director of Admissions
Kellogg Graduate School of Management
Northwestern University
Evanston, Illinois 60201

Program Information

The two-year Program in Hospital and Health Services Management (HHSM) leads to a Master of Management (M.M.) degree within the J. L. Kellogg Graduate School of Management. It provides a managerial and technical foundation for students planning careers in hospital and health services management and for business majors interested in health issues. Malcolm T. MacEachern, M.D., considered to be the "father of hospital administration," founded the program in 1943.

Curriculum Description

The program curriculum was revised in 1982. The number of required courses for the HHSM major was decreased, enabling students to complete strong second majors in such functional areas as marketing, accounting, finance, etc. All students must complete 23 courses to graduate, including nine core business and four HHSM courses; at least ten electives are normally chosen. Most students in the program enroll in advanced HHSM courses beyond the minimum required. Although the management residency is no longer required, students planning careers in health care delivery settings are advised to complete the three-month experience between their first and second years. HHSM faculty assist each student in selecting a course of study complementing the student's interests and prior work experience.

It is expected that students seeking career opportunities outside traditional health settings, such as banks, pharmaceutical, hospital supply and insurance firms will enroll in HHSM classes.

Admission Procedures and Requirements

Men and women holding a bachelor's degree or its equivalent from an accredited college or university are eligible for consideration. Prior study in business or economics is not required. The admissions committee evaluates each applicant's scholastic ability for graduate study, leadership and management potential, and motivation by carefully appraising the following: academic records; Graduate Management Admission Test scores; letters of reference; full- and part-time work experience (including military service); and extracurricular activities. Applicants are encouraged to schedule an interview with an admissions officer. The admissions committee begins to review applications in mid-December; decision notifications are mailed shortly thereafter. Applications should be submitted as early as possible as they are processed in order of receipt. The application and all supporting material must be on file before an application can be reviewed.

Opportunities for Financing Education

The Kellogg School admits the strongest possible students, regardless of their ability to pay the full cost of graduate education. Approximately 60 percent of the students receive partial or full financial aid through grants, scholarships, fellowships and low interest loans. Interested students may assist faculty members or local organizations in part-time health care-related research and project work.

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NORTHWESTERN UNIVERSITY

Opportunities After Graduation

Program graduates assume positions in hospitals, medical centers, health maintenance organizations, consulting firms, associations, planning agencies, government, hospital supply and pharmaceutical firms, and general business management. The Kellogg School's Placement Office provides counseling and many "how to" seminars on the job search process. Through a computer-assisted system, students bid for interviews with the 300-plus firms that recruit at the Kellogg School each year. Many of these firms seek graduates with specific knowledge of the health care field. Additionally, program alumni and friends support efforts in placing graduates in health care delivery organizations. HHSM faculty provide assistance through personal contacts in the field.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program Didactic	Typical Length of Program Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.M.	18 mos.	3 mos.	45/63	68	2	26

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition Resident	Tuition Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$8,490.	$8,490.	Total expenses: Single $6,210.; Married $9,285.		

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application Earliest Date	Filing of Application Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants Earliest Date	Decision Notice to Applicants Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
8/1	5/31	$30.	1/31	8/31	May 1

Deposit to Hold Place in Class Applied to Tuition	Deposit to Hold Place in Class Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	upon acceptance	July 1 50%	30	Sept.

THE OHIO STATE UNIVERSITY*

Stephen F. Loebs, Ph.D., Director
Graduate Program in Hospital and Health Services Administration
The Ohio State University
1583 Perry Street
Columbus, Ohio 43210
614-422-9708

Address inquiries to:
Admissions Coordinator
at the program address

Program Information

The Graduate Program in Hospital and Health Services Administration at The Ohio State University offers full educational preparation for a career in health services administration. The academic program is designed to provide a broad base of academic work and field experience assignments in a variety of health services organizations as well as flexibility to accommodate individual interests and objectives. Individuals who complete requirements for the degree are expected to assume leadership roles in the several career opportunities for graduates, which include hospital administration, long term care administration, health services planning, ambulatory program administration, mental health administration, public policy administration in health services, management consultation, and health maintenance organizations.

Curriculum Description

The curriculum consists of a set of required courses which form a common body of knowledge in health services administration, field experience and problem solving courses, and advanced courses in elective areas of concentration. The required courses include opportunities to learn by direct involvement in management projects guided by practicing administrators. In addition, students participate in a summer administrative residency. The advanced courses enable students to develop in-depth knowledge and specialized skills that will apply to one or several areas of concentration.

Admission Procedures and Requirements

Prospective students should apply early in the autumn of the year preceding their anticipated enrollment. Applications should be received before March 15 in order to receive full consideration. The basic requirements for application are the possession of an earned baccalaureate degree from an accredited college or university, a minimum earned grade point average of 2.7 on a 4.0 scale for all previous college or university work, and satisfactory performance on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). Course prerequisites include demonstrated proficiency in introductory level accounting, statistics, and economics. Students may complete these course prerequisites after matriculation, although they may not be counted toward the degree. Promising applicants are invited to The Ohio State University campus for an interview with the program faculty. Specific questions regarding the admissions procedure should be directed to the Admissions Coordinator.

Opportunities for Financing Education

Financial assistance is awarded competitively to students accepted for full-time study and is based on academic performance and financial need. Loans, traineeships, and scholarships are available.

Opportunities After Graduation

A broad range of contacts are maintained with practicing health services executives in Ohio and throughout the nation who are interested in the career development of young men and women. New graduates receive active assistance from the faculty and an active alumni association in formulating career goals and seeking an initial job. The placement function is a vital part of the program's assistance to graduates.

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*Full AUPHA Member (ACEHSA Accredited).

Faculty Information

The core faculty, representing broad and diverse academic disciplines, has primary responsibility for the curriculum and student advisement. Faculty members from other departments on campus and hospital and health services administration professionals also serve as secondary faculty members. Coursework centers on: medical care organization, health economics, health law, hospital organization and management, health care finance, epidemiology, quantitative decision methods, industrial engineering principles, and field experience. Students are also encouraged to develop advanced specializations and may concentrate in areas of finance, marketing, public policy, personnel administration, labor relations, systems development, and organizational modalities for the delivery of health care.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.H.A.	18 mos.	3 mos.	51/4	20	0	22

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$1,880.	$4,520.	N/A	$400.–500.	$100.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
9/1	3/15	$25.	Jan.	June	two weeks

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	30	Sept.

UNIVERSITY OF OKLAHOMA

Peter J. Levin, Sc.D., Professor and Interim Chair
Department of Health Administration
Oklahoma University Health Sciences Center
College of Health
P.O. Box 26901
801 N.E. 13th Street
Oklahoma City, Oklahoma 73190
405-271-2114

Address inquiries to:
Mr. Norman Goodwin, Registrar
Office of Student Services
P.O. Box 26901
Oklahoma City, Oklahoma 73190
405-271-2347

Program Information

The Department of Health Administration, begun in 1968 at the University of Oklahoma's Health Sciences Center in Oklahoma City, is one of four departments comprising the College of Public Health, an accredited member of the Association of Schools of Public Health. The Health Sciences Center campus comprises five professional colleges in the health field, three teaching hospitals, physician clinics, and the Oklahoma Medical Research Foundation.

Curriculum Description

Two master's degrees are offered in two tracks: M.P.H. and M.S. in Health Administration.

The M.P.H. in Health Administration is a 44-semester hour (sh.) program having a core requirement of 14 sh. (core courses include biostatistics, epidemiology, environmental health, human ecology, and introductory health administration). Field work depends on experience and is adapted to each student's needs; field work in some cases may be 12 months. A major paper is required and oral and written exams complete the academic requirement.

The M.S. degree is considered as an initial step toward doctoral studies. It is a 52 sh. program in which three of five of the public health core courses must be taken. A thesis is required.

It should be noted that part-time students in the M.P.H. program are welcomed.

Admission Procedures and Requirements

Admission deadlines for fall, spring, and summer are July 1, December 1, and May 1 respectively. A B average in all work is generally required. It is beneficial for all applicants to have had health experience.

The Department of Health Administration houses the American Indian Graduate Program, from which more than 30 have graduated since 1971. The Department and the School of Public Health are actively expanding recruitment, retention, and placement activities for all minorities, particularly native Americans. Interested American Indians are encouraged to contact the Director of Indian Recruitment, Mitchell Owens, Ed.D., at the above address for further details.

Opportunities for Financing Education

Several Public Health Service Traineeships are awarded competitively. For Native Americans, several scholarships from the Indian Health Service are awarded competitively.

Faculty Information

There are five faculty members in the department. Adjunct faculty from nearby facilities and the State Health Department are extenisvely involved in teaching.

UNIVERSITY OF OKLAHOMA

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.P.H.	16 mos.	variable	32/25	28	21	79

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$25.55 sem. hr.	$78.45 sem. hr.	N/A	$200.	$15.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	7/1	$15. out-of-state $10. in-state	11/1	8/15	6 weeks

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	25	Aug.

UNIVERSITY OF OTTAWA*

George Tsalikis, Ph.D., Director and Associate Professor
Master of Health Administration Programme
550 Cumberland Street
Tabaret Hall
Ottawa, Ontario K1N 6N5
613-231-5060

Address inquiries to:
George Tsalikis, Ph.D., Director
at the program address

Program Information

The School of Health Administration, part of the Faculty of Administration, offers a flexible program to prepare administrative and executive personnel for positions in the health care delivery system. The program has as its focus hospitals, community health institutions, and health planning organizations as well as federal and provincial agencies concerned with health care. A Master's degree in Health Administration (M.H.A.) is awarded at the completion of two academic years on campus and an administrative residency during the intervening summer. Although most students attend the program on a full-time basis, students can enroll in the program on a part-time basis. The language of instruction at the School is English, but students may write their assignments in French and may also register for certain courses given in that language. For their summer residency, students may be assigned to either English or French language institutions.

Curriculum Description

Of the required 68 credits, 44 are compulsory. The maximum allowable time for obtaining these credits is six years. The mandatory courses offer a balanced coverage of the most important elements in the field of health services administration, while the optional courses offer the students as much flexibility as possible to pursue their own career and academic interests. All students must undertake a program of independent study of at least eight credits. This can be obtained either by undertaking a nine credit research project, or a four credit problem solving project and four credits of field work, or a thesis option of eighteen credits.

Admission Procedures and Requirements

To be admitted to the school, candidates must hold a bachelor's degree with at least second class standing from a recognized university. The school also considers for admission "mature students" who have relevant work experience and have completed a certain number of university level courses. Both scholastic and experiential factors are weighted in screening prospective students. Candidates may be invited to the school for a personal interview. Students are admitted in the fall semester. Application forms can be obtained directly from the School of Health Administration or the School of Graduate Studies. For Canadian and American applicants, applications should be received by April 15. For all other applicants, the deadline date is February 15. Applicants are encouraged to submit the results of any graduate aptitude tests such as the Graduate Record Examination, Miller Analogies, MCAT, or GMAT. Foreign students whose native, educational, or working language is not English are required to take the TOEFL (Test of English as a Foreign Language) and score at least 550.

Opportunities for Financing Education

Students in health administration are eligible for the bursaries, scholarships, and loans that are available to all graduate students. In addition to this support, the School of Graduate Studies at the University may provide, when available, financial support to full-time students with good academic records. Students can also expect to receive a stipend during their residency period that will at least compensate for living expenses. The School of Health Administration also offers several scholarships and awards: two Foster G. McGaw Scholarships in the amount of $500 each; $1,500 donated annually by Canadian Liquid Air; an award of $1,000 from Johnson & Johnson Ltd.; two R. Alan Hay memorial prizes of $1,000 each. In addition to these scholarships and awards, loans from the Father Danis Loan Fund are available to students in health administration. A limited number of research assistantships are also available. The existence and amounts of available funds are subject to change.

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*Full AUPHA Member (ACEHSA Accredited).

Opportunities After Graduation

The school provides an updated file on openings in the field. The Alumni Association also maintains a file of known openings. The program is well-known in Canada, and many employers contact the school with their job opportunities.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
M.H.A.	16 mos.	4 mos.	55/27	59	N/A	66

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$1,202.	$6,878.	$1,164. single rm. $990. double rm.	$200.	$95.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
Sept.	4/15	$10.	Jan.	May	30 days

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
$50.	one month after receiving acceptance notice	nonrefundable	45	Sept.

UNIVERSITY OF PENNSYLVANIA*

William P. Pierskalla, Ph.D., Director
Graduate Program in Health Care Administration
The Wharton School
3641 Locust Walk
Colonial Penn Center
Philadelphia, Pennsylvania 19104
215-898-6861

Address inquiries to:
June M. Kinney
Assistant Director
at the graduate program
address

Program Information

The University of Pennsylvania Graduate Program in Health Care Administration is a two year M.B.A. curriculum at the Wharton School. It is designed to provide managerial and technical expertise to those pursuing influential careers in health care administration.

Curriculum Description

The program curriculum includes nineteen courses divided into three segments: (1) the basic management core courses required of all students in the Graduate Division at the Wharton School; (2) a series of major courses focusing on the organization, financing, delivery, and evaluation of health services; and (3) a series of elective courses. The electives allow the pursuit of a second concentration in fields such as accounting, finance, or insurance; advanced knowledge pertaining to application of a functional discipline such as health care financing; or intense study within an industry segment such as hospital administration, mental health care, or long-term care administration. Each student must complete an advanced study project which emphasizes application of various research methodologies to management. A residency providing a supervised management experience in a health care institution is taken in the summer between the two academic years. A four-tier grading system is used—distinguished, high pass, pass, and no-credit.

Admission Procedures and Requirements

To enroll in the Graduate Program in Health Care Administration, the applicant must be admitted to the M.B.A. Program at the Wharton School. The Admissions Committee is particularly interested in the applicant's motivation and capacity to pursue rigorous graduate study of management. The applicant's academic record and Graduate Management Admission Test score are considered, but not to the exclusion of non-academic criteria. The committee carefully examines recommendations and essays. In recent years, emphasis has also been placed on prior work experience.

Prospective students should apply for admission in the fall of the year preceding their enrollment and are encouraged to take the GMAT at the same time. The school uses a rolling admissions procedure and makes positive decisions as long as positions are available. Applications received after April 1 may fail to receive a positive decision for September because all positions may be filled by that date. Applicants who are considering January matriculation are strongly advised to speak with the Assistant Director prior to filing their applications. Applicants to the Graduate Program in Health Care Administration must declare this as their major when completing the application.

Opportunities for Financing Education

Financial aid, including fellowships, scholarships, and loans, is available from public and private sources. Aid is awarded on the basis of demonstrated need; however, a number of fellowships are offered in recognition of outstanding scholarship and experience independent of need. Applicants for financial aid must complete a Graduate and Professional School Financial Aid Statement (GAPSFAS) listing the Wharton School as a recipient of the statement. Financial aid decisions are made independently of admissions decisions. No student should hesitate to apply to the program because of financial reasons.

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Opportunities After Graduation

The University of Pennsylvania Placement Service provides Wharton graduate students with extensive resources for obtaining a position in hospitals, HMOs, consulting, private industry, government, planning agencies, or universities after graduation. The Placement Service also conducts seminars and lectures throughout the year. Additionally, the Graduate Program in Health Care Administration distributes a placement brochure to major health care organizations, and the faculty are available for placement counseling and contacts.

Faculty Information

The multi-disciplinary faculty have joint academic appointments in the Health Care Systems Department and the other departments of the Wharton School, the School of Medicine, or the Faculty of Arts and Sciences. Faculty are also active in health services research projects at the Leonard Davis Institute of Health Economics. Contributions from CEOs of major health institutions who serve as adjunct professors and residency preceptors add another practical dimension to the program.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.B.A.	18 mos.	3 mos.	64/0	33	7	34

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$7,800.	$7,800.	$4,400.	$450.	$500.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
none	5/1	$35.	12/15	7/1	April 15 or 2 weeks after acceptance

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
$100.	April 15 or 2 weeks after acceptance	nonrefundable	31	Sept.

PENNSYLVANIA STATE UNIVERSITY*

Stanley P. Mayers, Jr., M.D., M.P.H., Program Head
Graduate Studies in Health Planning and Administration
Graduate Program in Community Systems Planning and Development
College of Human Development
115 Human Development Building
University Park, Pennsylvania 16802
814-863-2859

Address inquiries to:
Stanley P. Mayers, M.D., M.P.H.
Program Head
at the program address

Program Information

The program offers a major emphasis in health administration and planning. Within this emphasis students can elect a special concentration in hospital and health administration, ambulatory care, rural health, mental health, long-term care, and health planning. The program is structured around a core sequence of courses recognizing certain required and elective competency areas in which students must demonstrate a satisfactory level of performance. Previous academic and professional experience might be sufficient to develop competency in some areas. Students might also elect alternatives to course work as a means for developing competency.

The master's program is designed to be completed in four academic semesters (21 months), including one summer in an administrative internship. Upon the completion of the thesis and the award of the M.S. degree, students who lack previous experience in health administration may elect a nine or twelve month post-graduate residency arranged between the program and the health institution.

The curriculum consists of 18 credits of core courses in community systems planning and development, 25 credits in health planning and administration, and 9 or 12 credits of electives. The core curriculum in community systems planning and development provides a broad background in theory and skills related to human service systems and research skills. The professional area curriculum in health administration allows for in-depth preparation in a specific professional area of concentration.

Curriculum Description

The objective of the health administration program at Penn State is to develop professionals with competencies that prepare them for leadership roles in administration, program planning, and policy making. The program awards the M.S. and the Ph.D. degrees. The graduate area of study in health administration shares a core curriculum with other health and human services programs within the Graduate Program in Community Systems Planning and Development.

Admission Procedures and Requirements

Applicants to the program should have a broad educational background and show evidence of superior past academic performance. Previous work experience in health or human service institutions is strongly recommended. Applicants should also have completed courses in statistics and accounting. Those admitted must be graduates of an accredited institution and must complete the graduate record examination.

All applications are reviewed by a faculty admissions committee and some applicants may be required to have a personal interview. Students are admitted primarily in the fall term although mid-year admissions can be granted.

Opportunities for Financing Education

Financial assistance is provided through the University and through the program. Types of aid include University fellowships, minority student fellowships, teaching and research assistantships, tuition grant-in-aid, and work study. The program attempts to arrange for financial aid for all students who require it.

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*Full AUPHA Member (ACEHSA Accredited).

Opportunities After Graduation

The program prepares graduates for roles in hospitals, medical centers, comprehensive health delivery systems, health planning agencies, health services financing agencies and local, state, and federal government. The program assists students in getting jobs and in their professional career development.

Faculty Information

The program currently has eight full-time faculty in health planning and administration. Eight additional full-time faculty teach courses in business and in community systems planning and development which are required courses for health administration graduate students. In addition, 18 area administrators and clinicians hold adjunct appointments and are actively involved in the program of instruction. All full-time faculty members are involved in research and community service.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.	18 mos.	3 mos.	21/11	19	2	46

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$2,256.	$4,512.	$2,289.	$250.	$1,473.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	3/1	$20.	4/1	5/30	2 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	15	Sept.

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UNIVERSITY OF PITTSBURGH*

Gordon K. MacLeod, M.D., Professor and Chairman
Department of Health Services Administration
Graduate School of Public Health
130 DeSoto Street
Pittsburgh, Pennsylvania 15261
412-624-3100

Address inquiries to:
Gordon K. MacLeod, M.D.
Chairman, Health Services Administration
at the program address

Program Information

The Department of Health Services Administration is one of six departments in the Graduate School of Public Health, which is one of six schools comprising the Schools of Health Sciences at the University of Pittsburgh. The department, as currently organized and structured, represents an evolutionary history, which began in 1949, of merger and consolidation of a variety of programs which focus on the design, organization, management, and delivery of health services in a number of organizational settings. The mission and educational objectives of the department stress administration/management but within a public health context. Currently, the Master of Public Health, the Doctor of Public Health, and the Doctor of Science degrees are offered.

Curriculum Description

The curriculum for the master's degree requires approximately 55 credits which are scheduled to be completed in four academic terms of 15 weeks each. The curriculum sequence includes two terms of didactic work, one term combining a practicum and didactic work, followed by a final term of didactic work. The curriculum is structured so that students can pursue either a Health Management or a Health Policy and Analysis track. Within the Health Management track, students may elect a program of study which focuses either on the management of large-scale health organizations or on the management of public/private agencies and programs. Within the management of large scale health organizations option, students may further refine their career foci by pursuing an area of concentration in either health financial management, health planning, or general management. Within the management of public/private agencies and programs option, students may choose to concentrate their efforts in either Community Mental Health, Maternal and Child Health, Population/Family Planning, Public Health Nursing, or Public Health Social Work. Students electing either the Health Policy and Analysis track or the management of large-scale health organizations option are required to participate in an eight to twelve month residency experience at the conclusion of the last term of didactic work. A master's essay is required of all students. Approximately 20–30 percent of the total credits required for the degree are elective credits depending upon the track and career focus selected. Students with either a professional degree in a relevant health discipline or substantial work experience in a health care organization may be able to complete the requirements for the master's degree with 40–45 credits.

Admission Procedures and Requirements

Applicants must have earned a baccalaureate degree from an accredited institution. Included in the baccalaureate program of study must be a minimum of six credits in the biological sciences, six credits in the social sciences, and three credits of mathematics or statistics. Test scores for the Graduate Record Examination must be submitted with the official School Application Form. At least two reference letters must be included in the application package. Special consideration is given to applicants who have a prior professional degree or experience in a health or health-related organization. The department accepts applications at any time; they are reviewed in the order of submission. A fair and equitable decision on admission for some applicants may require a personal evaluation of the applicant through an interview.

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*Full AUPHA Member (ACEHSA Accredited).

UNIVERSITY OF PITTSBURGH

Opportunities for Financing Education

The school has received a limited amount of general purpose traineeship funds for the past several years; these are administered by the Dean's office through the various departments. There is no specific application form required, but special consideration is given to those applicants with previous health experience and advanced degrees. Student loans are available through program, university, and state government sources.

Opportunities After Graduation

The departmental faculty actively assist graduates in appropriate job placement after graduation. This activity is facilitated by an informal network of a large number of preceptors, alumni, and the formal job placement activities of the Alumni Association for Health Administration. Special seminar(s) on professional placement including resumé preparation are offered.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.P.H.	16 mos.	12 mos.	78/6	29	4	61

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$2,980.	$5,960.	N/A	$200.	$79.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	open	$15.	rolling admission		based on notification date

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	based on notification date	nonrefundable	25	Sept.

UNIVERSITY OF PUERTO RICO*

Roberto Ramirez, Program Coordinator
Master in Health Services Administration
Graduate School of Public Health
G.P.O. Box 5067
Medical Sciences Campus Bldg.
San Juan, Puerto Rico 00936
809-753-4711, 4713

Address inquiries to:
Mrs. Mayra Santiago-Counsellor
Office of Student Affairs
at the program address

Program Information

The Master's Degree Program in Health Services Administration is part of the Department of Administration of the Graduate School of Public Health of the University of Puerto Rico. Its main purpose is to provide an adequate environment for the study of the problems affecting the health administration field and the models most suitable for the administration of health care programs, especially in developing countries. To carry out its mission, the program is involved in teaching, investigation, consulting, and community service activities.

Curriculum Description

The curriculum of the Master's Degree Program in Health Services Administration is composed of the following elements: a basic core course consisting of a general overview of the public health sciences and their relationship with the different disciplines related to them; a track in quantitative methods, economics, and finance to provide the students with methodological bases of scientific research and quantitative methods and techniques applied to the health field, and to develop an economic model of thinking to use as a tool in situations of decision making under constraints; a track in behavioral sciences and management to acquaint the students with a conceptual framework of the theory of administration, the operational aspects concerning the management process, the organization, administration, and operation of health services systems, and the application of tools and techniques for decision making and to deal effectively in the planning, development, and evaluation of health programs; and an integrative track that consists of two seminars and a residency period of 4½ months at the end of the curriculum.

Admission Procedures and Requirements

The requirements for admission to the program are the following: Graduate Studies Admission Test; prerequisite courses in economics, algebra, financial management, accounting, and statistics; an interview; proficiency in the Spanish language and knowledge of the English language. No minimum grade point average is required. The Office of the Registrar of the Medical Science Campus receives all applications, which are screened for grade point average requirements and sent to the students affairs office where they are screened for the other school and program admissions requirements. The applications are then referred to the Admissions Committee of the Program of Health Services Administration. This committee interviews all qualifying students and makes its recommendations to the School Admissions Committee. It in turn makes the final decision and recommendation to the Dean, who recommends admission to the Chancellor, where the ultimate decision for admission is taken.

Opportunities for Financing Education

The program has available several scholarships from the Public Health Service Traineeship Program. These scholarships may cover the two years of study.

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Opportunities After Graduation

The program offers opportunities for employment after graduation. In addition to the hospital field, graduates are assuming positions of leadership in government and the health system of Puerto Rico. There is continuous demand from Latin American countries for highly qualified health administrators. Also many areas in the United States that have to deal with Latin populations are requesting Spanish-speaking administrators to deal more effectively with the idiosyncrasies of their communities.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.H.S.A.	17½ mos.	4½ mos.	18/2	8	20	53

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$30. cr. hr.	†	$3,000.	$350.	$80.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
9/1	5/1	$25.	5/15	6/15	7/1

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
$25.	upon admission	non-refundable	15	Aug.

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†Non-Puerto Rican U.S. citizens pay an amount equal to their respective state's tentative fees.

RUSH UNIVERSITY

John G. Larson, Ph.D., Chairman
Health Systems Management Program
Rush-Presbyterian-St. Luke's Medical Center
1753 West Congress Parkway
Chicago, Illinois 60612
312-942-5402

Address inquiries to:
Department of Health
Systems Management
at the program address

Program Information

Rush University System for Health (RUSH) is the only vertically-integrated comprehensive multi-institutional system with an academic medical center as the base. Rush University offers degrees in medicine, nursing, and related health sciences. Rush strives to meet the societal demand for excellence in practice and the education of future health care practitioners.

The Graduate Program in Health Systems Management is uniquely designed to create a dramatic synergy of practice, education, and research. The greatest strength of the graduate program is its faculty who are variously engaged in managing components of the Rush System, conducting applied research in the Center for Management Studies, and teaching in academic programs throughout Rush University.

Curriculum Description

The Master of Science degree is offered only on a full-time basis. The curriculum consists of business courses, health care management, social sciences, and quantitative methods with a major emphasis on systems theory. The goal is to develop each student's analytical skills in order to become systematic problem-solvers and strategic managers.

The program is six quarters in length (two academic years). Each student is encouraged to take a summer internship at selected sites throughout the U.S.A. During the second year each student chooses an area of concentration: human resources management, financial management, management of health institutions, or planning/public policy. Throughout the two year curriculum, practicum experiences under the direction of practicing executives are interwoven with the formal didactic education.

Admission Procedures and Requirements

The admissions committee processes applications from candidates who hold a bachelor's degree from an accredited university or college; have completed coursework in accounting and statistics, and have submitted a completed application form, transcripts, GRE or GMAT scores. Coursework in economics and computer science strengthens a candidate's application. No prior work experience in the health care field is required although candidates with experience are encouraged to apply.

Selection begins in January; early applications are competitive. Further information may be obtained by contacting the program office.

Opportunities for Financing Education

The Department Placement Service endeavors to secure part-time management related positions in Rush-Presbyterian-St. Luke's Medical Center for students wishing to work in addition to attending school full-time. The University has financial aid resources which include federally guaranteed loans.

Opportunities After Graduation

Program graduates typically secure positions with hospitals and consulting firms specializing in health systems. Faculty are actively involved with medical center management and therefore able to provide graduates with an opportunity to draw on the local and nationwide network of jobs. Faculty, alumni and friends of the program support job seeking efforts of students and contribute to a job newsletter that is circulated monthly. The Department Placement Service provides guidance and feedback concerning resumé preparation and interview styles.

Faculty Information

The Health Systems Management faculty is comprised of individuals actively involved in management (institutions, HMOs, etc.), law, finance, operations analysis, medicine, nursing, or data processing at Rush; teaching in various academic departments; or conducting applied research in the Center for Management Studies.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.	18 mos.	summer internship	23/0	12	2	27

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$5,010.	$5,010.	$4,160.	$410.	$139.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
10/1	8/1	$25.	2/1	8/1	3 weeks

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$50.	varies	nonrefundable	12	Sept.

SAINT LOUIS UNIVERSITY*

Thomas C. Dolan, Ph.D., Chairman
Department of Hospital and Health Care Administration
Center for Health Services Education and Research
3525 Caroline Street
St. Louis, Missouri 63104
314-773-3295

Address Inquiries to:
Richard S. Kurz, Ph.D.
Associate Chairman
at the program address

Program Information

Founded in 1947, the Department of Hospital and Health Care Administration is one of the oldest programs of its kind with a large and active alumni. Located in a large, modern medical center complex, the program offers a humanistic approach to administration and planning as well as continuous association and communication with persons active in the field. The program is one of four components of the Center for Health Services Education and Research. The other three components are the Doctoral Program in Health Services Research, the Department of Community Health, and the Program for Health Services Continuing Education. Other units of interest within Saint Louis University include the Schools of Medicine, Nursing, Allied Health, Business and Administration, Law, Social Service, Arts and Sciences, the Center for Urban Affairs, and the University Hospitals.

Curriculum Description

The course of study for the M.H.A. is interdisciplinary in nature, encompassing health administration and planning, economics and finance, quantitative methods, and law. The program offers elective courses in hospital, ambulatory care, long-term care and mental health administration, and community and institutional health planning. The program's emphasis is on the development of administrators and planners having the general skills necessary to accept a wide variety of executive positions in health care delivery and planning organizations.

The first year is composed of two full semesters of basic study in the disciplines listed above, as well as an overall introduction to the structure and process of the health care system. This is followed by a three month salaried internship, which the student spends in a health care delivery or planning organization, usually under the guidance of its chief executive officer. The two final semesters are devoted to the advanced study of health administration and planning. During these semesters, the student is free to choose four elective courses of his or her special interest.

The Department of Hospital and Health Care Administration jointly sponsors two interdisciplinary programs with other graduate schools of the University leading to a joint degree. The Department and the School of Business and Administration jointly administer an interdisciplinary program leading to the degrees Master of Health Administration and Master of Business Administration. This specialized program allows individuals to achieve during three years of graduate study a strong background in general management as well as a dual specialization in health services administration and a particular area of business specialization such as finance, marketing, management, accounting, etc. The department and the School of Law also jointly administer an interdisciplinary program leading to the degrees Master of Health Administration and Juris Doctor. The student can earn the joint M.H.A./J.D. degree in four years. The first year is spent in the study of the basic curriculum of the School of Law. The next three years are spent in taking courses in both the Department of Hospital and Health Care Administration and the School of Law.

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*Full AUPHA Member (ACEHSA Accredited).

SAINT LOUIS UNIVERSITY

Admission Procedures and Requirements

Completed applications must be received no later than April 15 of the year in which the applicant intends to matriculate. A competed application includes: an application form, transcripts of all college level study, scores on the Graduate Record Examination (GRE), a supplementary application, and three letters of recommendation. Applicants must, of course, have completed or be about to complete a bachelor's degree. This degree may be in any discipline. A personal interview, on campus or with an alumnus/a, is a highly recommended but not a required part of the admissions process.

Opportunities for Financing Education

A number of sources of aid are available to the student, including U.S.P.H.S. Traineeships, graduate research assistantships, privately funded scholarships, loans, work-study programs and part-time employment. During the residency, a stipend of $1,000–$1,400 per month is received. Financial aid applications are provided upon request. An applicant's ability to finance his/her studies has no bearing on the admission decision.

Opportunities After Graduation

The department's faculty, with its highly active alumni association, assists graduating students with placement. Opportunities include positions with health care institutions and related organizations, residencies, and fellowships. Placement services are available to graduates throughout their careers.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.A.	18 mos.	3 mos.	35/0	16	3	52
J.D./M.H.A.	36 mos.	3 mos.	11/0	4		

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$5,160.	$5,160.	$2,300.	$400.	$95.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	4/15	$20.	12/15	8/31	2 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	2 weeks after accept.	non-refundable	30	Sept.

SAN DIEGO STATE UNIVERSITY

Stephen J. Williams, Sc.D.
Professor and Head
Division of Health Services Administration
Graduate School of Public Health
San Diego, California 92182
619-265-6317

Address inquiries to:
Stephen J. Williams, Sc.D.
Professor and Head
at the program address

Program Information

The Graduate Program in Health Services Administration offers a rigorous curriculum of study that is usually completed in two years and leads to the M.P.H. degree in Health Services Administration. The program is sponsored by the Division of Health Services Administration in the Graduate School of Public Health. Students are prepared for the full range of health care administration careers including management, planning, and related positions. The program emphasizes analytical and generic training rather than narrow tracks or areas of specialization while retaining many options for elective courses and the development of areas of expertise. Understanding of the health care field and related public health disciplines is also required.

Curriculum Description

The curriculum requires approximately one year in each of the underlying fields of health services including quantitative methods, accounting and finance, economic analysis, public health and epidemiology, and medical care organization. Courses may be waived if equivalent prior training is demonstrated. Courses are also taken in the Department of Economics and in the College of Business Administration in the first year. During the second year the student selects electives including settings courses such as hospital administration, ambulatory care, long term care, and mental health services. Electives are also taken in skill areas including program evaluation, quality of care, health planning, economics, management information systems, and so forth. Electives may be taken from any unit in the University. In addition, second year courses build upon first year courses. For example, in the first year students complete the required health services management course and the settings electives in the second year build on, rather than duplicate this course.

In the second year, students also complete an applied thesis. Between the first and second years students usually complete field training through the summer internship.

Areas of specialization can be developed in cooperation with faculty advisers by selecting elective courses and a thesis topic that are appropriate to the student's interests. The faculty will work with the student in achieving individual educational and professional goals. The availability of courses in the School of Business, and other departments and schools on campus, and of adjunct practitioner faculty and field training sites in the community allow for meeting a wide range of student goals.

Admission Procedures and Requirements

Students are accepted for the Fall term only. Applications are acted upon as soon as they are complete. Thus, the earlier an applicant submits all credentials, the sooner a decision can be reached. Requirements for admission include: adequate grade point average; GRE test scores; prior experience, especially in the health care field; references; narrative statement; and appropriate program and university application materials. Coursework in economics and statistics is desirable but not required. No specific undergraduate major is required. The experience requirement may be waived in exceptional situations. The program especially seeks minorities and individuals with clinical backgrounds.

Opportunities for Financing Education

The Graduate School of Public Health provides traineeships to students although the availability and level of funding is dependent on federal policies. The University has available a range of financial support opportunities including work-study, loans, and part time employment. The program provides a number of small scholarships and also has available teaching and research assistantship positions whose availability depends on funding. The San Diego area has numerous employment possibilities for students. Financial aid is not a factor in admissions.

Opportunities After Graduation

The program faculty assist students in placement after graduation. The rapidly expanding Southern California region is expected to offer many opportunities in the future.

Faculty Information

As a new program, the size and composition of the faculty is expanding. The primary teaching faculty includes specialists in medical care, planning, economics, management, quantitative methods, management information systems, program evaluation, various health care settings, and other areas. Many nationally known practitioners are on the program's adjunct faculty, and other faculty on the campus participate in various courses. The faculty is also active in research through various funded programs, and in community service working with many of the local health care organizations.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.P.H.	18 mos.	3 mos.	12/0	9	2	42

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
none	$3,000.	$3,000.	$250.	$400.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
Sept.	open	$25.	within six weeks		4 weeks

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	20	Aug.

UNIVERSITY OF SOUTH CAROLINA

Roger L. Amidon, Ph.D., Professor and Chairman
Department of Public Health Administration
School of Public Health
Columbia, South Carolina 29208
803-777-6096

Address inquiries to:
Roger L. Amidon, Ph.D., Chairman
at the program address

Program Information

The Department of Public Health Administration is one of four departments located in the School of Public Health. This program is designed for students who are pursuing careers in administration of health services programs and agencies. A major in this field enables the student to fulfill diverse leadership roles in the planning and management of health services and medical care and to gain knowledge in the evaulation of health programs.

Curriculum Description

Programs leading to the M.P.H. degree require a minimum of 54 hours of graduate level course work (except for students holding professional medical degrees). All degree candidates are required to satisfactorily complete a 15 credit hour core curriculum in addition to 6 hours of credit in public health practice, and 1 hour of seminar in the major area of study. Each candidate is to earn 15 credit hours in areas of specialization. Staff resources are so arranged to offer strong collaborative and inter-disciplinary opportunities to both students and faculty, both within and outside the University. Programs draw on selected "public health professors" in existing USC departments, other higher education institutions, and public health agencies.

Admission Procedures and Requirements

In addition to the general admission requirements of the University's Graduate School, the School of Public Health requires that each applicant: provide evidence of clear career and role aspirations in public health; demonstrate ability to perform at the "B" level or better; and submit scores on the aptitutde test of the GRE. The department chairman and the Admissions Committee review and invite promising applicants for interview.

Opportunities for Financing Education

A number of Public Health Traineeships and graduate assistantships are available in various departments of the University. These carry stipends up to $5,100 for a two-semester academic year. Loans are granted each semester on the basis of financial need to graduate students making satisfactory progress. Graduate students are eligible to borrow up to $2,500 per year under the Guaranteed Loan Program. The applicants' ability to pay would not affect his/her chances for admission.

Opportunities After Graduation

The Career Planning and Placement Center is a liaison between South Carolina students and prospective employers and is designed to offer programs and services that will enable students to consider early and systematically the questions that are central to career concerns. Every employer participating in recruitment activities through the Center is required to be an equal opportunity employer. Faculty assistance is also given to graduates.

UNIVERSITY OF SOUTH CAROLINA

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
M.P.H.	18 mos.	3 mos.	31/29	27	5	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$595./ (semester)	$1,190./ (semester)	N/A	$300.	N/A

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
open	7/1	$25.	open	8/15	by Aug. 25

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
N/A	N/A	N/A	20	Aug.

UNIVERSITY OF SOUTHERN CALIFORNIA*

Robert C. Myrtle, D.P.A., Director
Graduate Programs in Health Services Administration
School of Public Administration
663 West 34th Street
Bruce Hall, Room 401
Los Angeles, California 90007
213-743-7600

Address inquiries to:
Alba Gonzalez
Assistant to the Director
at the program address
213-743-6870

Program Information

The School of Public Administration (SPA), established in 1929, is the second oldest and largest in the United States. The purpose of the Graduate Programs in Health Services Administration is to develop knowledgeable and skilled managers, planners, and evaluators of health services and programs. Because the School of Public Administration is an integral part of the Center of Public Affairs which also includes the School of Urban and Regional Planning, the health students have the opportunity, in several joint courses, to interact with individuals studying in a wide variety of programs.

Throughout its history, the School of Public Administration has adapted its services, programs, and structure to meet the changing needs of the public sectors. A major example of this is the development of the school into an intergovernmental network which includes permanent facilities in Los Angeles, Sacramento, and Washington, D.C. with residency faculty and staff in the three principal governmental levels—local, state, national. The school is in a unique position to study the administrative processes at each level and among levels. This intergovernmental network provides numerous educational, research and training opportunities for those interested in health policy and health services administration.

Curriculum Description

The curriculum provides exposure to the various disciplines which contribute to the development of health policy, the techniques of analysis and decision making involved in problem solving, and the theory and practice of management applied to the planning and delivery of health services. There are three areas of concentrated study which the student may select for program design: (1) Public Program Management; (2) Public Policy Analysis; (3) Organizational Management. Students who chose these areas of concentrated study may also, with careful advisement, be eligible to receive one or more Professional Certificates.

The basic Health Services Administration Program is a two year, full or part-time program of study in multi-disciplinary courses grouped under four areas: the social sciences, quantitative methods, management sciences, and health care organization.

The M.P.A. degree in health services administration is awarded upon completion of 48 approved graduate units. Additional graduate units in continuing education courses qualify for certificates in: organization of health services in the public sector, health planning, hospital administration, HMO and ambulatory care administration, extended care facility administration, mental health services administration, health policy, and financial management.

Admission Procedures and Requirements

Admission criteria include a baccalaureate degree from an accredited college or university, with a scholarship average of B (3.00) in the last sixty units of the undergraduate study, and a score of 1000 on the Graduate Record Examination. All students are required to submit a personal vitae statement listing their academic and professional accomplishments; at least three letters of recommendation and evaluation; and an essay on their reasons for seeking a professional degree in the health field and how they see the educational experience contributing to their professional advancement. Applicants who do not meet the academic criteria for regular admission, but who have demonstrated potential for growth and leadership in a health care setting, may be admitted as a special student for one semester to permit them to make up these deficiencies.

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*Full AUPHA Member (ACEHSA Accredited).

Opportunities for Financing Education

Students in the health programs may be eligible for financial aid from the University and school including scholarships, fellowships, loans, and part-time employment, such as work study, research and teaching assistantships.

Opportunities After Graduation

The Residency Coordinator, working closely with the faculty, alumni and Student Health Council, maintains listings of job opportunities for graduates of the programs.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.P.A.	24 mos.	6 mos.	30/18	25	17	53

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$3,468.	$3,468.	$3,090.	$500.	$474.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
1/1	6/1 2/1 for financial aid	$35.	3/15	6/15	2 weeks after acceptance

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	30	Sept.

SOUTHWEST TEXAS STATE UNIVERSITY

Vernon D. Seifert, Chairman
Departments of Allied Health Sciences
and Health Administration
Health Science Center
San Marcos, Texas 78666
512-392-1260

Address inquiries to:
Vernon D. Seifert, Chairman
at the program address

Program Information

Southwest Texas State University, located in the hill country of Texas in San Marcos, offers a Bachelor of Science in Health Professions with a major in Health Care Administration. While many graduates assume executive positions in health institutions, the program is designed with its major emphasis on meeting the needs of mid-career, mid-management people in the health field.

The baccalaureate program is non-traditional with the majority of teaching in off-campus locations by full time faculty. All courses in the curriculum are offered at Temple, Austin, and San Antonio as well as on the main campus at San Marcos.

The majority of students in each degree track are actively engaged in health careers while attending school. Hence, more than 80 percent of the students attend classes on a reduced schedule, with normal progress towards degrees equaling eighteen credit hours achieved in each academic year. In order to accommodate students attending school while working full time, the majority of the classes are offered on nights and weekends. Daytime classes are offered only on the main campus.

Qualifying students are able to enter the undergraduate degree track at the beginning of each of the four semesters offered in the academic year.

Curriculum Description

The baccalaureate curriculum includes 32 hours in the major with up to an additional ten hours of health administration electives required. A minimum of 128 credit hours are required for the degree. In addition to the 32 advanced hours in the major, the student must accumulate a minimum of 44 academic foundation hours (general education). These hours must include nine hours of English, six hours of History, and six hours of Political Science; three hours each of Speech, Sociology, and Psychology; and finally twelve hours of Science, Math and/or modern languages. The core curriculum in the major consists of eleven didactic courses totaling 32 credit hours.

Admission Procedures and Requirements

Candidates for the undergraduate major in Health Care Administration enter the program as transfer students with an associate degree or its equivalent. Accumulated GPA must be not less than 2.0 on a 4.0 scale. Entering freshmen must have completed an ACT with a minimum score of 15 or an SAT with a minimum combined score of 750.

An official transcript must be forwarded directly to the Admissions Office of the university from each college or university attended. Application forms are available from either the Admissions Office of the University or the office of the chairman.

Applications and transcripts must be received in the Registrar's Office at least thirty days prior to the beginning of each semester. Students may enter the program at the beginning of each of the four semesters during the academic year.

Opportunities for Financing Education

Limited financial aid is available, most of which is based on need and includes the following: Supplemental Educational Opportunity grants and Texas Public Educational grants. Loans include the National Direct Student Loan, the Hinson-Hazlewood College student loan program, and the federally insured student loan program. Also available are a work/study program and limited scholarships.

Opportunities After Graduation

The majority of our students remain in their present positions until after graduation. Upon graduation most students remain in the Texas area, advancing in levels of administrative responsibilities following the completion of their degree requirements.

While a formal placement service is not offered to students, considerable informal assistance is provided to students on a continuing basis. The few students who complete the B.S.H.P. degree without specific health background appear to have little difficulty in gaining employment upon graduation.

Faculty Information

With eighteen full time faculty plus eight adjunct faculty in the program in professional studies, students are exposed to a broad range of disciplines encompassing all aspects of health administration as well as health research, quantitative measurement, computer applications in the health sciences as well as allied health education.

Major emphasis has been placed on faculty with extensive operational experience within their own chosen disciplines to meet the particular needs of this non-traditional educational program.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
B.S.H.P.	32 hours	N/A	30/89	29	9	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$150.	$1,440.	$2,694.	$300.	$428.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
none	30 days prior to start of each semester	N/A	20 days after application	N/A	one semester

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	40–50	Aug. Jan. May July

TEMPLE UNIVERSITY*

David B. Smith, Ph.D., Chairman
Graduate Program in Health Administration
Department of Health Administration
School of Business Administration
Philadelphia, Pennsylvania 19122
215-787-8468

Address inquiries to:
Thomas E. Getzen, Ph.D.,
Director of Admissions
215-787-6826

Program Information

The Department of Health Administration at Temple University offers graduate programs to prepare individuals for responsible administrative, staff, teaching, and research positions in the health care field. Graduates may seek positions in hospitals, ambulatory and extended care facilities, health planning agencies, and a wide variety of other health-related facilities and agencies. With appropriate experience, they should become tomorrow's leaders in the field.

Curriculum Description

The graduate program offers sufficient flexibility for a variety of career objectives. The M.B.A. is offered for those seeking general administrative positions in the health field while offering some flexibility for specialization. The program is fully accredited by the Accrediting Commission on Education for Health Services Administration and by the American Assembly of Collegiate Schools of Business. The M.B.A. program involves two academic years of course work including statistics, epidemiology, public health, health law, medical care organization, health facility management, and health planning. During the first year of academic work, students participate in a one-day a week clerkship, exposing them to the full gamut of health related facilities and agencies. Opportunities are also available within the program for specialization in the areas of health care financial management and health care statistical analysis.

A twelve week administrative residency between the two academic years is required. Residencies are generally located in the greater Philadelphia area. This provides an opportunity for students to share their experiences and permits continuation of the residency on an optional part-time basis during the second year.

Admission Procedures and Requirements

Admission is open to all qualified students with a baccalaureate degree from an accredited college or university. No previous academic training in health or business administration is required. All students applying for admission are required to take the Graduate Management Aptitude Test, to have transcripts of all graduate and undergraduate study submitted, and to have an interview with departmental faculty. Students are accepted only in September for the M.B.A. program. Due to limited enrollment, applicants should submit credentials as early as possible, and it is strongly urged that the GMAT be taken no later than February. Applicants should contact the department for admission materials.

Opportunities for Financing Education

A limited number of graduate assistantships and tuition scholarships are available within the department. Federally financed Public Health Service Fellowships support may be available to eligible applicants on the basis of need. Other financial assistance may include: Equitable Life Assurance Society Scholarship Fund; Foster G. McGaw Scholarship Fund; and the Shirley Rock Scholarship Fund. Students should contact the departmental chairman for further information. Inquiries regarding other forms of assistance should be directed to the Office of Financial Aid.

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Residence assistantships are also available for graduate students. These provide room and board in exchange for administrative and personnel services in a dormitory. For further information, students should contact the Director of Student Residencies, Office of Student Affairs.

Opportunities After Graduation

Graduates have been placed in positions in hospitals, ambulatory and extended care facilities; a variety of local, state, and federal regulatory agencies, third-party insurers, consulting firms; and universities. The program and its alumni association assist graduates in search of employment. In addition, the placement service of Temple University provides support services for all graduates.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.B.A.	16	3	57/23	49	3	32

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$3,630.	$4,650.	not available	$250.	none

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
Sept.	May	$25.	Oct.	July	3 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	34	Sept.

TEXAS WOMAN'S UNIVERSITY

Niles L. Kaplan, Ph.D., M.P.H., Program Director for Health Care Administration
Health Care Administration Program
1810 Inwood Road
Dallas, Texas 75235
214-638-0653

Address inquiries to:
Niles L. Kaplan, Ph.D., M.P.H.
Program Director
at the program address

Program Information

Texas Woman's University Health Care Administration Program, located within the School of Health Care Services, Institute of Health Sciences, provides qualified individuals an opportunity for graduate study and training while earning a Master of Science degree in Health Care Administration. Through required and elective course work, an optional practical experience, and interaction with health care professionals, the student gains knowledge of the social, economic, and political environment of the American health care system. The program is offered at the University's Dallas and Houston campuses, where students are provided unique learning opportunities.

Curriculum Description

The curriculum is designed to provide a program with a minimum of prerequisites that offers a sufficient range and depth of academic course work fundamental to the education and training of health care administrators, while also providing an opportunity for electives and specialization. The program consists of 48 semester hours of course work, including an optional practical experience phase in a health care institution or health related organization, and the completion of a professional paper or thesis.

Admission Procedures and Requirements

Criteria for admission to the Health Care Administration Program include demonstration of academic potential for graduate study as shown by an acceptable score on the Graduate Management Admission Test (GMAT), demonstration of acceptable academic performance as shown in evaluation of the last sixty semester hours of undergraduate work, and a readiness for entry into a career in health care administration as demonstrated by faculty evaluation of the applicant's employment history and letters of recommendation for admission. In some cases, individuals who have not fulfilled all of the above criteria may be granted "provisional" admission status. Prior to graduation, a student must attain "unconditional" admission status. Application may be made by sending the following to the Office of Admissions and Registrar at TWU: application for admission to TWU, application for admission to the Graduate School, report of medical history, and transcripts from all previously attended colleges. Additionally, the following materials should be sent to the Director of the Health Care Administration Program: personal, educational, and employment history form; three letters of recommendation for graduate study in health care administration; and results of the Graduate Management Admission Test. Qualified males are eligible for admission to the Graduate School on the same basis as females.

Opportunities for Financing Education

The University administers loan programs whereby graduate students can borrow a substantial part of the expenses of pursuing graduate study. Repayment of loans is made after completion of degree requirements. For information regarding loans, students may write to: Director of Student Financial Aid, Texas Woman's University, Box 22628, TWU Station, Denton, Texas 76204.

TEXAS WOMAN'S UNIVERSITY

Opportunities After Graduation

Texas Woman's University provides placement assistance without charge for TWU graduates. Students should contact the Director of the Placement Services at the time of registration for classes or prior to graduation in December, May, or August, whichever is applicable.

Faculty Information

Full-time faculty members have extensive experience in health care administration, teaching, research, and consulting. Adjunct faculty with specialized knowledge are utilized for certain courses, e.g., the professor for Legal Foundations of Health Care Administration is a practicing attorney with expertise in health law.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.S.	24 mos.	none	16/125	78	21	75

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$4./s.h. $96.	$40./s.h. $960.	$1,376.	$240.	$246.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
9/1	8/1	N/A	30 days	open	N/A

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	36	Aug.

UNIVERSITY OF TORONTO*

Milton Orris, M.A., Associate Professor,
Program Director
Master of Health Science (Health Administration)
Department of Health Administration
2nd floor, McMurrich Building
University of Toronto
Toronto, Ontario M5S 1A8
416-978-2047

Address inquiries to:
Professor David Hewitt,
Coordinator of Graduates Studies
McMurrich Building, 4th floor
416-978-2058

Program Information

The Master of Health Science in Health Administration (M.H.Sc.) offered at the University of Toronto, Toronto, Ontario, Canada, successor to the post-graduate Diploma in Hospital Administration, which had been admitting students since 1947, commenced in September, 1978.

The program has had a strong focus, since its inception, on the preparation of managers for the health care system. Graduates generally go into middle to high level positions in health services administration.

The program's location in Toronto provides significant numbers of major hospitals (over 30) and other health agencies and services within a short distance for involvement with the program. These institutions and services are used extensively, particularly during the six-month period of affiliations and residency each student untertakes in the second year. These support institutions and services include teaching and community hospitals, planning bodies, research facilities, and a variety of health agencies. Included in all categories are local, provincial, and national level institutions and services. The provincial Ministry of Health is also a major resource for the program. In addition to a well-developed internal committee structure for program planning and evaluation activity on which students and faculty sit, there is an External Advisory Committee. This committee plays a major overview role in the development of the program. Sitting on the Advisory Committee are representatives from hospitals, health agencies, government, and the graduate society, along with faculty and first and second year students. This committee helps keep the program aware of the needs of the field.

The program consists of three academic terms of approximately fifteen weeks each interspersed with a summer semester and a final spring semester in supervised field placements and affiliations.

Curriculum Description

The curriculum is organized around three core courses on health systems, six specialty courses, and a large number of options (electives) to complete the remaining 50% of the program course requirements. The core courses include: Health in Individuals and Communities, Canada's Health Care System, and Issues in Community Health. The specialty courses are: Community Health Appraisal Methods, Theory of Health Administration I, Economic Problems of the Health Sector, Financial Management I *or* II, Canadian Politics and Health Policy, and Health Law.

Associated with the program is a Research Unit which provides a resource on research planning as well as conducting its own projects.

Admission Procedures and Requirements

Admission requirements include completion of an appropriate undergraduate degree (with a minimum B average) at a recognized university. In addition, two references, a statement by the student outlining interest in the program, and an on-site interview, (or at other locations by special arrangement), are also requirements prior to acceptance.

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Maturity, communication skills, and motivation are considered. Experience in the health care or health related fields is a positive factor, although not mandatory. Thirty students are admitted each year. Application deadline is April 15 of each year, although early application to the program is helpful.

Opportunities for Financing Education

Students requiring financial assistance may apply for government administered loans and bursaries as well as a limited number of other sponsorship support. In addition, hospital sponsorship is a possibility. Students are reimbursed for their time in the affiliation and residency locations. There are many opportunities for student employment for up to 10 hours per week maximum allowable.

Opportunities After Graduation

The employment record of program graduates has consistently been 100%, all of which are in the health field. Employment is generally secured soon after graduation. Assistance in finding employment is provided through the annual publication of a resume book on all graduates, which is widely distributed. The Graduate Society has also been very active in securing employment for students.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.Sc.	12 mos.	10 mos.	60	30	N/A	20

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,080.	$5,000.	$3,200. (8 mos.)	$400.	$134.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
1/2	4/15	$20.	4/30	6/30	21 days

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	30	Sept.

TRINITY UNIVERSITY*

Ted Sparling, Dr. P.H., Chairman
Graduate Program in Health Care Administration
715 Stadium Drive, TU Box #58
San Antonio, Texas 78284
512-736-8107

Address inquiries to:
Sharon Turnbull, Ph.D.
Admissions Coordinator
at the program address

Program Information

The graduate program in Health Care Administration at Trinity University is designed to promote development and refinement of the conceptual, technical, and interpersonal skills necessary for understanding individual community health problems; for effective planning and management of health care organizations; and for leadership in the community at large. The program admitted its first class in 1965 and has more than 500 alumni serving in a variety of administrative and staff positions in health delivery organizations throughout the United States. The department is a component of Trinity University's Faculty of Business and Management Studies.

Curriculum Description

The academic phase of the program requires sixteen months—one summer and three regular semesters—for completion. A class is admitted each September and completes the academic phase in December of the following year. During the academic phase (i.e., 45 semester hours), the student completes a core curriculum in health services administration and has an opportunity to complete one-third of the total hours in elective courses designed to provide an opportunity for the student to pursue special interests. This academic phase is followed by a residency—usually twelve months—in a health care institution or agency, during which time the student receives a stipend. Twenty-eight months are required to complete the curriculum. The instructional and research facilities at Trinity University include, in addition to modern classrooms, an outstanding computer facility (IBM 370/3031) which is available to students and faculty for research and instruction. Access is both by on-line terminals and batch process. The library system has in excess of 400,000 volumes and 2,000 periodicals. More than 100 hospital and health related journals are available to students in health care administration. Trinity is a member of a consortium of libraries providing access to the library holdings of all higher education and research institutions in San Antonio.

Admission Procedures and Requirements

Any undergraduate major is carefully considered for admission. Applicants should have an adequate background in social and behavioral sciences. Applicants should complete three hours in each of the following undergraduate prerequisites: statistics, principles of finance, principles of accounting, and economics.

The following items are required for admission to the program: completed application for admission for graduate study and $15 application fee, official transcripts from all previous colleges attended, aptitude test scores from the Graduate Record Examination (GRE), a biographical sketch of educational and employment background, and two letters of recommendation from individuals who are familiar with academic and/or employment performance. The general deadline for application is May 1st of each year.

Opportunities for Financing Education

A limited number of graduate assistantships are available in the program. Financial aid requests are considered after admission decisions are made. Those requesting financial aid will be furnished financial aid forms after March 1st of each year. More than one half of current students receive some financial aid.

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*Full AUPHA Member (ACEHSA Accredited).

Opportunities After Graduation

Along with ongoing efforts of the faculty and preceptors, the health care alumni association sponsors a job placement program which is available to all members of the alumni association.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program Didactic	 Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.	16 mos.	12 mos.	35/1	12	8	85

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition Resident	 Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$3,960.	$3,960.	not available	$300.	$60.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application Earliest Date	 Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants Earliest Date	 Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
Aug.	open	$15.	Oct.	open	within 30 days

Deposit to Hold Place in Class Applied to Tuition	 Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	within 30 days of acceptance	nonrefundable	30–35	Sept.

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TULANE UNIVERSITY*

Gaylord Cummins, Ph.D., Chairman and Associate Professor
Department of Health Systems Management
School of Public Health & Tropical Medicine
1430 Tulane Avenue
150 S. Liberty
New Orleans, Louisiana 70112
504-588-5428

Address inquiries to:
Gaylord Cummins, Ph.D.
Chairman
at the program address

Program Information

The Department of Health Systems Management prepares men and women for careers leading to positions as chief executive officers and policy makers in health care organizations and in related governmental and private organizations with strong health-care interests.

Two basic courses of study are offered at the master's level: The M.P.H. and the M.S.P.H. in health systems management. These programs may be combined with programs in other schools.

Curriculum Description

The M.P.H. in health systems management requires for graduation sixty semester hours of academic work plus a nine-month administrative residency. The academic portion requires a minimum of three semesters plus a summer. The M.P.H. curriculum includes required work in health and the health care system; accounting, economics and finance; law; quantitative decision making; and organizational theory and behavior. Twenty-five percent of the curriculum is elective, enabling the student to specialize in finance, human resources, policy analysis, or public health.

The M.S.P.H. program is designed for people who neither need nor are likely to seek the two-year M.P.H. degree. It may be completed in one calendar year of full-time study. The M.S.P.H. curriculum is individually designed to complement the student's previous education in a management or clinical field or his or her management experience in the health field.

More than one-third of the student body are enrolled in dual degree programs, with the School of Law, Business Administration, or Social Work, or the Center for Public Policy. These programs reduce by approximately one year the time needed to earn two graduate degrees.

Admission Procedures and Requirements

Students may begin in August, January, or June.

The minimum academic requirement is overall above-average performance in undergraduate work and the aptitude portions of the GRE and the GMAT. Exceptions are made when there are compelling reasons to expect superior academic and professional performance despite inferior academic credentials. Except for a baccalaureate degree, there are no specific educational prerequisites. Beginning students having no familiarity whatever with accounting, financing, computers, or statistics often find the first semester an ordeal. Interviews are scheduled for promising applicants as soon as the application is complete. They are often held near the applicant's place of residence. For equal consideration for admission, applications should be completed at least ten weeks before matriculation.

Opportunities for Financing Education

Application forms for financial aid are included with letters of acceptance. The primary sources have been guaranteed loans, Public Health Service Traineeships, and assistantships. Awards are based on need and academic promise. To qualify for aid, applicants must complete the Graduate and Professional School Financial Aid Statement (GAPSFAS) listing Tulane University as the recipient of the statement. In 1982–83, approximately 60 percent of the full-time student body received either traineeships or assistantships.

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*Full AUPHA Member (ACEHSA Accredited).

Opportunities After Graduation

The Department assists students in finding suitable residencies and first jobs, both directly and through the alumni association. Nearly every graduate has received multiple offers within two months after graduation.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	**Didactic**	**Field Exp.**	**FT/PT Students**	**Women Students**	**Ethnic Minority Students**	**% Applic. Accepted 1981–82**
M.P.H.	16 mos.	9 mos.	51/3	21	5	40
M.P.H./ M.B.A.	24 mos.	9 mos.	27/0	13	0	

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	**Non-Resident**	**University Room and Board (Min.)**	**Books and Supplies**	**Student Fees (Activities, Insurance, etc.)**
$5,775.	$5,775.	$1,300.	$250.	$450.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	**Latest Date**	**Application/ Acceptance Fees**	**Earliest Date**	**Latest Date**	**Applicant's Response to Acceptance Offer (Maximum Time)**
8/1	6/15	$40.	8/1	7/1	none

Deposit to Hold Place in Class				
Applied to Tuition	**Due Date**	**Deposit Refundable Prior to (Date)**	**Estimated Number of New Entrants**	**Starting Date**
none	N/A	N/A	26	June, Aug. Jan.

UNION COLLEGE*

Eugene Stewart Schneller, Ph.D., Director
Health Studies Center
Program in Health Systems Administration
Union Avenue
Bailey Hall
Schenectady, New York 12308
518-370-6238

Address inquiries to:
Health Studies Center
Institute of Administration and Management
at the program address
518-370-6238

Program Information

The program in health systems administration is located at Union College's Institute of Administration and Management. The Health Studies Center incorporates participating and advisory faculty from Union University's Albany Medical College, Albany College of Pharmacy, and the undergraduate section of Union College. Located in the Capital District of New York State, the program maintains close working relationships with public and private sector agencies involved in health planning, policy, and administration. The M.B.A. (health systems administration), is the principal educational effort.

Curriculum Description

The master of business administration in health systems administration is designed to produce technically competent and responsibly innovative managers to fill positions in the private and public sectors of the health care delivery system. The curriculum, which consists of twenty-four courses, provides tracks for students with different backgrounds in computer science, financial accounting, and behavioral science. A comprehensive examination is required of each student and, depending upon the student's background, a ten-week internship in a health care agency.

Admission Procedures and Requirements

Admission to all programs is based upon a thorough review of each applicant's credentials. Students expecting to enter the program in the fall should have their applications in by early May. Applicants must submit scores from the Graduate Management Admission Test (GMAT). Three recommendations from faculty or academic advisors are required. Foreign students should submit scores from the Test of English as a Foreign Language (TOEFL). In special circumstances, graduate level aptitude tests such as the MCAT and LSAT will be accepted as a substitution for the GMAT.

Opportunities for Financing Education

Scholarships, fellowships, and assistantships, in various combinations of stipends and tuition waivers, are awarded in accordance with academic promise. These awards are made on the basis of merit; no financial statement is required. Financial aid rewards are made to full-time students only. Students interested in receiving financial aid should so indicate on the application form for full-time admission and complete their admission folders by March 15. Upon acceptance of the application, the student will be considered for a form of support.

Opportunities After Graduation

Recent graduates of the programs hold positions in hospitals, pharmaceutical companies, the Hospital Association of New York State, Blue Cross of Northeastern New York, health maintenance organizations, the New York State Department of Health, and in a host of service related organizations. The placement office at Union College provides students with aid in securing employment.

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*Full AUPHA Member (ACEHSA Accredited).

Faculty Information

The faculty is committed to teaching and research in the areas of health management, administration, and planning. The academic faculty, which is interdisciplinary in character, is drawn from the full-time members of the Institute of Administration and Management and the Health Studies Center. Another group of faculty consists of health professionals from the Capital District of New York State. These are individuals engaged in state government and other sectors of the health care delivery system. Faculty backgrounds include expertise in the areas of management, operations research, health care administration, biostatistics, epidemiology, complex organizations, medicine, political science, health economics, the behavioral sciences, psychiatry, and sociology.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.B.A.	18 mos.	10 weeks	10/5	5	1	58

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$5,330.	$5,330.	none	$525.	$150. (required)

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	open	$25.	rolling admissions		5 weeks or Fri. before classes start

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$150.	7/31	nonrefundable	15	Sept.

MEDICAL COLLEGE OF VIRGINIA/ VIRGINIA COMMONWEALTH UNIVERSITY*

Roice D. Luke, Ph.D., Chairman and Director
Graduate Program in Health Services Administration
Department of Health Administration
School of Allied Health Professions
MCV Station, Box 203
Richmond, Virginia 23298
804-786-9466

Address inquiries to:
Jerry L. Norville
Associate Chairman
Randolph-Minor Annex, Room 103
804-786-9466

Program Information

The Graduate Program in Health Services Administration is designed to prepare individuals for administrative roles, ultimately leading to top-level executive positions in complex health institutions. The curriculum combines emphases in strategic and operational management, thus orienting students toward a broad spectrum of managerial problems and functions likely to be encountered in health institutions. The program was initially accredited in 1955, becoming one of the first programs in the United States to achieve that status.

Curriculum Description

A minimum of 54 semester hours is required for completion of the M.H.A. degree. This includes 42 hours of core coursework to be taken during the first four semesters of academic work. The core combines, in several core sequences, content in health policy and planning, organizational behavior and management, quantitative and management science techniques and institutional financial management. Elective courses may be taken in health administration and in such related disciplinary areas as business administration, nursing administration, gerontology, urban and regional planning, and public administration. In addition, students are required to complete an eleven-month residency. The residency provides students with the opportunity to apply the concepts of strategic and operational management in the health care setting.

Admission Procedures and Requirements

Applications are encouraged from individuals with degrees in any field of study. Prerequisites must include at least two college-level semester courses in accounting, one in economics, one upper-division semester course in business statistics, and a working knowledge of algebra. To be considered for admission in full status, the applicant must meet the following qualifications: present evidence of personal achievement, scholarship, intellectual ability, and professional promise; hold a baccalaureate degree from an accredited college; have an overall GPA of 2.75 or higher (4.0 scale) in undergraduate work or provide evidence of high achievement in a substantial amount of graduate coursework; and attain a satisfactory score (at least 50th percentile) on the Graduate Record Examination or the Graduate Management Admission Test.

Foreign applicants must meet all the regular admission requirements and score at least 600 on the Test of English as a Foreign Language (TOEFL).

Opportunities for Financing Education

National Direct Student Loans and federally subsidized student bank loans are administered by the Financial Aid Office. A number of Public Health Service Traineeships, student assistantships and evening administrator positions, plus a small number of other loans and scholarships, are administered by the department. All students in need of financial assistance must make application to the Financial Aid Office, MCV/VCU, Box

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244, MCV Station, Richmond, Va. 23298 (Telephone (804) 768-0524). The means by which an applicant's expenses are paid does not affect his or her chances for admission.

Opportunities After Graduation

Program graduates have been obtaining responsible management positions in a variety of health organizations. Most graduates have accepted positions as assistant administrators and administrative assistants in hospitals. However, more and more graduates are assuming positions in governmental and non-governmental health and environmental agencies. The program serves as a "clearing house" for employment opportunities to upcoming graduates and alumni.

Faculty Information

The Department of Health Administration has ten full-time faculty, two part-time faculty, four joint-appointment faculty who teach in this program and others, and 14 adjunct faculty, most of whom are practicing health administrators.

Faculty members specialize in a variety of areas such as medicine, law, health administration, health economics, health policy/planning, health care financing, nursing administration, medical sociology, organizational theory, health care organization/assessment, human resources management/labor relations, health manpower and productivity analysis, long-term care, social epidemiology, and evaluation research design.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.A.	18 mos.	11 mos.	61/5	19	8	37

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,300.	$2,400.	$2,090.	$900.	$350.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
10/1	5/31	$10.	within 2 weeks after file is complete	within 6 weeks after file is complete	within 4 weeks after acceptance

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$100.	within 4 weeks after acceptance	nonrefundable	30	Aug.

WASHINGTON UNIVERSITY*

James O. Hepner, Ph.D., Director
Health Administration and Planning Program
School of Medicine
4547 Clayton Avenue
St. Louis, Missouri 63110
314-454-3278

Address inquiries to:
Julie G. Radcliffe
Administrative Assistant—
Academic Affairs
at the program address

Program Information

In September 1946, Washington University established a Graduate Program in Hospital Administration under the guidance of Frank R. Bradley, M.D., Director of Barnes Hospital. Located in the Medical School because it was believed to be the most conducive to producing knowledgeable managers of health institutions, it is still in this setting and is a full-time, two-year academic program. Upon completion of the 4 semesters of study (60 units), the student receives a Master of Health Administration degree (M.H.A.) conferred by Washington University. The student has an option of pursuing a postgraduate 12-month administrative residency upon completion of the degree for which a certificate is awarded by Washington University and the affiliated residency organization.

Curriculum Description

The required courses constitute between 50 and 60 percent of the sequence offering vital exposure to the generic knowledge in the health administration and planning areas. Students may take up to 15 semester hours of graduate course work in other units of Washington University as well as electives in the program.

A student must maintain a B (3.00/4.00) grade point average to continue as a candidate for the M.H.A. degree. A letter grade system is used on a 4 point scale, i.e. A = 4.0, A− = 3.7; B+ = 3.3; etc.

The optional 12-month administrative residency can be served in any health organization as recommended and approved by the full-time faculty. This postgraduate experience is available only to Washington University M.H.A. graduates.

In addition to the M.H.A. degree, there is a joint degree leading to an M.H.A./J.D. offered by the program and the School of Law. Joint degrees can also be pursued in the Graduate School of Business Administration (M.B.A.) and the George Warren Brown School of Social Work (M.S.W.).

Admission Procedures and Requirements

A minimum of a bachelor's degree from an accredited university or college acceptable to Washington University is required as well as completion of the GRE or the GMAT. No specific undergraduate major is required for admission; however, introductory courses in accounting, economics, statistics (or equivalent), and mathematics through college algebra are very strongly recommended. Individual applicants are judged primarily upon critical evaluation of their demonstrated academic ability and potential. Consideration is also given to health care experience, motivation, and leadership. On or off-campus interviews are also a part of the selection process. Early application is encouraged. Late applications are accepted depending upon availability of space in the class.

Opportunities for Financing Education

Financial assistance is awarded on the basis of documented financial need and upon availability of funds. The largest percentage of available money is in the form of guaranteed student loans. The need factor is determined by an analysis of the Graduate and Professional School Financial Aid Service (GAPSFAS) Application for Financial Aid.

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WASHINGTON UNIVERSITY

Opportunities After Graduation

A position vacancy program is maintained by the program, a service that may be utilized throughout the graduate's professional career.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.A.	18 mos.	3 mos. + 12 mos. post-graduate residency option	70/18	32	6	47

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$7,125.	$7,125.	$6,635.	$660.	included in tuition

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	N/A	$25.	Feb.	open	4 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$200.	at time of acceptance	nonrefundable	45	Aug.

UNIVERSITY OF WASHINGTON—SEATTLE*

Thomas W. Bice, Ph.D., Director
Graduate Program in Health Services Administration
Department of Health Services SC 37
University of Washington
Seattle, Washington 98195
206-543-8778

Address inquiries to:
Jan Parker
Student Services Coordinator
at the program address
206-543-8778

Program Information

The Graduate Program in Health Services Administration offers a two year course of study leading to the degree of Master of Health Administration. The M.H.A. degree is granted through the interdisciplinary group mechanism of the Graduate School. The program is administratively based in the School of Public Health and Community Medicine with its core faculty appointed in the Department of Health Services. The curriculum provides preparation for careers in management, planning, and policy analysis in ambulatory care, hospitals, government agencies, planning agencies, and other organizations in the health field and provides broad, discipline based, rigorous academic training emphasizing analytic and problem-solving skills, in-depth knowledge of health services, and the development of professional values.

Curriculum Description

The M.H.A. degree normally requires two academic years (six quarters) of coursework (72 credit hours). The course of study offers an opportunity to concentrate in areas such as management, planning, policy analysis, or a combination of areas. All students are required to take a set of core courses in the areas of quantitative methods, accounting, economic theory, organizational theory, and finance offered in various schools and departments of the University. These courses are followed by core courses, taught by program faculty, which apply disciplinary perspectives and technical skills to analyzing the health care industry and problems health services administrators face. The applied disciplinary courses are in the fields of financial management, quantitative methods, planning, health economics, health law, health politics, and others. All students take the department's two course sequence in health services and medical care and then elect from courses suited to their chosen concentrations such as: ambulatory care, long-term care, hospitals, health services finance, etc. Depending on their career interests students take one or more of the integrative seminars on health services management, health services planning, or health politics. All students complete an individual field work project focusing on a health services administration problem through their second year. A minimum of 12 credits are available for electives and chosen concentrations. Students may develop a special course of study tailored to their individual interests. After the first year, students participate in a summer internship program in a setting appropriate to their career goals. The University of Washington operates on a quarter system using a grading scale based on a 4.0 (A) with credit/no credit options.

Admission Procedures and Requirements

The program accepts students only for the autumn quarter. Deadline for receipt of applications is January 31st. Admission requirements include: an undergraduate degree from an accredited college or university, with a minimum 3.0 (on a 4.0 scale) grade point average for the last two years; the Graduate Record Examination or Graduate Management Admission Test within five years; complete transcripts; three letters of recommendation; and a narrative statement outlining career goals and motivation for graduate study. Prior coursework in accounting, economics, and statistics is desirable. Work experience, preferably in the health care field, is strongly encouraged.

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Opportunities for Financing Education

Financial assistance is awarded on the basis of documented financial need and upon availability of funds. Occasional short-term, part-time positions as teaching or research assistants, and/or work study jobs are available within the department as well as employment in local health care organizations. Decisions regarding the award of financial assistance are made independently of admission decisions.

Opportunities After Graduation

The program assists graduates in securing employment in responsible positions. Alumni are also provided assistance when seeking new positions.

Faculty Information

The core faculty represents broad, interdisciplinary academic and professional qualifications. Additionally, part-time, adjunct faculty and health executives from administrative, research, and planning positions participate as guest lecturers and residency preceptors and supplement the interdisciplinary teaching curriculum.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.A.	18 mos.	3 mos.	49/2	27	2	22

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,700.	$4,212.	$2,520.	$300.	$135. optional student insurance

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
9/1	1/31	$25.	3/1	6/30	30 days

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
$50.	7/1	refundable only in special circumstances, by petition	25	Sept.

WEBSTER COLLEGE

James M. Brasfield, Ph.D., Director
Health Services Management Program
Webster College
470 E. Lockwood
Webster Groves, Missouri 63119
314-968-7063

Address inquiries to:
the program address

Program Information

The Webster College Health Service Management Program leads to a Master of Arts degree. This program began in 1975 to serve the needs of health care professionals who wish to pursue graduate education while continuing in their professional employment.

There are approximately 85 students currently enrolled in the program. The age and professional background and experience of the students varies significantly. Professional work experience in the health care field, and a commitment to graduate education in health management are the common denominators among the students.

Curriculum Description

Students are required to complete 36 credit hours to receive an M.A. degree with a concentration in Health Service Management. Twenty four of these hours are to be taken in the eight required courses in the curriculum. The remaining four courses are taken as electives. For these electives students can and do draw upon the courses offered in other concentrations, such as Management, Computer Data Management, and Gerontology.

Both a Thesis and an Internship can be pursued by students as an option in their program. Credits for this work can be applied to the elective part of a student's program. It is possible to have a maximum of 12 credit hours transferred from another graduate institution, although no more than one course can be transferred into the core of the Health Service Management curriculum.

Curriculum and faculty have been selected with emphasis on the maximization of exposure to those issues most frequently encountered in the everyday experiences of the administrative staff of a health care facility. Faculty are selected both for their academic background, and their relevant work experience in the health care field.

Admission Procedures and Requirements

To qualify for admission to the Health Service Management program a student should have a background in the health care field either by way of an undergraduate program, diploma, or practical experience that has given the student a good theoretical background in health care. Students must have an undergraduate degree for admission into the program on a provisional basis. A student is not fully admitted into the Health Service Management Program until two courses have been successfully completed with grade of B or better.

A major step in the admissions process is an interview between the prospective student and a faculty counselor. A student interested in admission to the program should call to set up an appointment for this interview. A formal application is not given to the student until the completion of this interview.

For graduation a student must complete the required core courses and sufficient elective courses for the 36 hour requirement. A B average or better is required for graduation. A student must also avoid excessive C or NC (no credit) work in classes. Receipt of a third C, a C with a NC, or two NCs will result in dismissal.

It is anticipated that students who apply for admission to the program will have a combination of work and educational background in some aspect of the health field. Those without this background will need to submit additional material supporting their request for admission into the program.

Opportunities for Financing Education

Since most of the students in the Health Service Management Program continue with their regular employment while pursuing the graduate education, they are often not eligible for income related financial assistance. Currently, there are no fellowship or scholarship opportunities directly committed to the Health Service Management program. However, due to the changing nature of financial aid requirements, students with a need for financial assistance are urged to consult with the admissions counselor on this subject at the initial interview. The availability of financial aid is likely to depend on the student's individual situation and need.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.A.	14–28	N/A	N/A	21	N/A	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,785.	$1,785.	N/A	$175.	N/A

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	open	$20.	open	open	N/A

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	30–40	Aug.

WIDENER UNIVERSITY*

Lawrence R. Walker, Ph.D., Director
Graduate Program in Health and Medical Services Administration
Chester, Pennsylvania 19013
215-499-4384

Address inquiries to:
Lawrence R. Walker, Ph.D., Director
at the program address

Program Information

The Graduate Program in Health and Medical Services Administration at Widener University leads to a M.B.A. degree and is designed to provide the needed skills for those seeking positions of leadership in health care administration. The program is especially designed for the already-employed, part-time student, although full-time students are also enrolled. Courses are usually scheduled in the evening hours.

Curriculum Description

The curriculum of the program includes (1) preparatory courses for those with little or no preparation in the areas of accounting, economics, and mathematics/calculus; (2) several business "core" courses required of all students in the M.B.A. program; (3) courses which focus on the organization, delivery and financing, planning, and evaluation of health and medical services; and (4) elective courses. The completion of a total of 57 semester hours is required for graduation (although preparatory courses may be waived on the basis of previous course work at the undergraduate level). An administrative residency is required of all students after the completion of a prescribed course of study.

Admission Procedures and Requirements

Interested holders of baccalaureate degrees are invited to apply for admission by: (1) completing the application form; (2) paying the application fee (non-refundable); (3) submitting two letters of recommendation; (4) having an official transcript sent from previous colleges attended; (5) taking the Graduate Management Admission Test (GMAT); and (6) taking the Test of English as a Foreign Language (TOEFL) for all applicants from non-English speaking countries.

Opportunities for Financing Education

A limited number of research assistantships are available for students in the program. Other financial aid from both public and private sources is also available. Since most of the students enrolled in the program are already employed, much of the financial assistance is provided by area health care providers who subsidize their employees' education in health administration.

Opportunities After Graduation

Widener University's Placement Office and the Graduate Program in Health and Medical Services Administration provide assistance for those persons seeking employment both while enrolled in the program and after graduation.

Faculty Information

The faculty of the program are representative of a number of academic disciplines and are well prepared to teach courses in health services administration. They are also very active in research and continuing education projects and have an extensive publication record. The program also utilizes a number of health care administrators from leading health care institutions in the areas as adjunct faculty and preceptors for the administrative residency.

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WIDENER UNIVERSITY

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.B.A.	36 mos.	3 mos.	5/115	65	7	70

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$145./credit	N/A	N/A	$350.	$30.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
9/1	4/15	$20.	12/1	7/15	N/A

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	30	Sept.
			10	Jan.

UNIVERSITY OF WISCONSIN—MADISON*

Rockwell Schultz, Ph.D., Director, Program in Health Services Administration
1225 Observatory Drive
Madison, Wisconsin 53706
608-262-8808

Address inquiries to:
Lucille Winters,
Administrative Assistant
at the program address

Program Information

The University of Wisconsin program is interdisciplinary recognizing that health administrators require knowledge and skills from such disciplines as business, industrial engineering, political science, economics, sociology, and medicine. The program builds on the strong departments at the University of Wisconsin-Madison through joint faculty and course offerings. It also provides opportunity for specialty training or first job skills such as in health systems engineering, fiscal management, marketing, and public administration.

To foster a team approach the program is administered by the medical school/department of preventive medicine. Degrees, however, come from the school of business recognizing major administrative component of knowledge and skills, or industrial engineering which adds a specialty in health systems engineering or from public policy and administration for those preferring such a degree for governmental roles.

Curriculum Description

The curriculum represents a basic core of business courses (organization behavior, fiscal management, law), a health and health management core, a quantitative core, and a social sciences core (health economics, medical sociology, health politics). The percentage of electives available to students depends upon how many of the core courses students had before entering the program. A summer work experience is required for all students. Residencies following graduation from the program are also arranged for those graduates for whom it seems appropriate. A part-time residency or preceptorship at a Madison area hospital, planning agency, mental health institution, etc., is available during the school year. Double degrees are also possible such as M.A. in business (health services administration) and M.S. in business (health services fiscal management). Double degrees usually take more than the normal two years for the health services administration program.

Admission Procedures and Requirements

To be eligible students must have a bachelor's degree from an accredited institution, an undergraduate grade point average of 2.75 or higher (4.0 basis), and satisfactory test scores from the Graduate Management Admission Test or Graduate Record Examination.

Admissions Committee members are interested in motivation for health administration (e.g., prior experience and knowledge of the field) and leadership potential (e.g., prior leadership experiences). In order to individualize this program and take advantage of the many relevant electives available, applicants are urged to take calculus, micro-economics, beginning statistics, and financial accounting before entering the program if possible. Applications should be submitted by January 31 for a fall admission. Students applying after that date should check to see if applications are still being accepted.

Opportunities for Financing Education

Depending upon the availability of funding, health services administration students may receive research or service assistantships, federal traineeships, or Foster G. McGaw and Equitable Assurance Company scholarships. Minority students are eligible for scholarships through The Consortium for Graduate Study in Management and loan funds are available through the Association of University Programs in Health Administration. The American College of Hospital Administrators provides loan funds. University of Wisconsin scholarships are available to qualified HSA students. Research and teaching assistantships provide for waiver of out-of-state tuition in addition to an approximately $4,000 stipend for the academic year. Preceptorships usually provide for some financial support ranging from three to six dollars per hour.

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Opportunities After Graduation

Faculty and alumni assist graduates in obtaining employment although ultimate responsibility rests with the graduate. While the job market is competitive, in the past all students have been placed in health administration positions prior to graduation or at least by summer of the year of graduation.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program		FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
	Didactic	Field Exp.				
M.A.	18 mos.	3 mos.	35/15	31	3	47

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition		University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
Resident	Non-Resident			
$1,568.	$4,694.	$2,500.	$300.	included in tuition

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application		Application/ Acceptance Fees	Decision Notice to Applicants		Applicant's Response to Acceptance Offer (Maximum Time)
Earliest Date	Latest Date		Earliest Date	Latest Date	
any time	to be determined	$20.	2/20	6/1	2 weeks

Deposit to Hold Place in Class		Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
Applied to Tuition	Due Date			
none	N/A	N/A	27	Sept.

XAVIER UNIVERSITY*

Edward J. Arlinghaus, Ph.D., F.A.C.H.A., Director
Graduate Program in Hospital &
Health Administration
Victory Parkway & Dana Avenue
Becker House
Cincinnati, Ohio 45207
513-745-3392

Address inquiries to:
Edward J. Arlinghaus, Ph.D.
at the program address

Program Information

The Graduate Program in Hospital and Health Administration at Xavier University began in 1958. The degree of Master of Hospital and Health Administration (M.H.A.) is awarded the candidate who has followed a two year program of studies designed to give him a background in three areas: first, in the principles and concepts of general organization and management theory; second, in the principles and concepts particularly applicable to the management of hospitals; and third, in the social, political, and economic determinants of the health care system.

Curriculum Description

The program of study is divided into two major segments. The first segment consists of sixteen months of didactic study and eight months practicum in an administrative residency under the preceptorship of the chief executive officer of a health care facility.

To fulfill the requirements of the M.H.A. degree a total of sixty graduate hours must be complete, fifty hours of course work and ten hours of practicum and thesis. Of the fifty hours, thirty-five hours are required course work. Fifteen hours of electives may be taken as a concentration in one of the component areas or as general studies selecting courses from several components, other departments of the university or at other universities in the Greater Cincinnati area through the Consortium of Universities. The component areas are: Health Care Settings and Systems; Strategic Planning/Policy; Human Resources Administration; Legal, Ethical, and Professional Issues; Information Processing and Quantitative Techniques; Financial Management; and Gerontological Administration.

The second segment consists of a minimum eight month residency in a health care facility. In this residency, the candidate must apply the various concepts and principles studied in the didactic portion of the program. Numerous structured residency locations are available throughout the United States. A thesis requirement is also fulfilled during the administrative residency and the residency period is closely monitored by a member of the program faculty. Excellent library facilities are available at Xavier, the University of Cincinnati, and the Public Library of Cincinnati. The Xavier University Computer Center provides sophisticated computer services to students and faculty.

Admission Procedures and Requirements

All applicants must have received an undergraduate degree from an accredited institution. Applicants must submit scores from the Graduate Management Admission Test or the Graduate Record Exam. Evidence of three hours of course work in basic accounting, economics, finance, and management must be provided. Additional information is available upon request by writing to the director of the program.

Opportunities for Financing Education

A limited number of scholarships are available through University and program sources. The Xavier University Student Financial Aid Office will assist candidates in

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securing a variety of educational loans. The candidate will receive a stipend during the administrative residency segment of the program.

Opportunities After Graduation

It has been our experience that approximately one-half of the students will stay on at the health care facility where they are performing their residencies. If there is no opportunity in the health care facility where the residency is being performed, the administrator of the facility will normally exert a very positive and helpful effort in assisting the candidate to find a position. A very viable alumni association maintains a service providing employment opportunities to interested alumni and publishes position listings in the alumni newsletter. Our graduates' employment history indicates that 93% currently hold responsible positions in health services management.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.A.	16 mos.	8 mos.	82/12	38	4	33

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$7,500.	$7,500.	N/A	$1,200.	$110.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
6/1	3/15	$25.	1/1	5/1	three weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	40	Sept.

YALE UNIVERSITY*

John D. Thompson, Professor
Program in Hospital Administration
Department of Epidemiology and Public Health
School of Medicine
60 College Street, Box 3333
LEPH
New Haven, Connecticut 06510
203-785-2861

Address inquiries to:
Joan Stenner, Registrar
at the program address
203-785-2844

Program Information

The Yale Program in Hospital Administration was founded in 1947. Commencing in 1982–83, the program became a three-year joint degree program. The goal of the program is to enable the student to fulfill leadership roles in senior positions in the field of hospital management. The program has the following objectives: to supply a basic foundation of knowledge in public health and hospital management; to teach concepts, principles, and scientific skills fundamental to the field of hospital management; to develop an understanding of hospital management as an interrelated component of overall community health resources; to emphasize the importance of research as a management tool; and to equip students to view the responsibilities of effective hospital management in broad, ecological terms, and be able to anticipate future needs relative to available technology, existing institutions and the needs and demands of society. The program is located within the Department of Epidemiology and Public Health and in the Yale School of Organization and Management. It has a close relationship to Yale-New Haven Medical Center.

Curriculum Description

The program offers a joint Master of Public Health degree (M.P.H.) and Master of Public and Private Management (M.P.P.M.) degree with a major in Health Care Management. Within this major, the student is encouraged to specialize in either financial management, planning, health policy, or research. The first year of the program is spent at the School of Organization and Management. The second year is spent at the Department of Epidemiology and Public Health. The third year is divided between the two schools with an emphasis on selecting specialty and integrative course work. Between the first and second year a summer internship is required. The considerable educational, research and social facilities of the University are available to all students. Joint degree programs in medicine, law, and nursing are possible. Students are graded on an honors, high pass, pass, fail system in the Department of Epidemiology and Public Health and on a proficient, pass, fail system at the School of Organization and Management. A master's essay is required.

Admission Procedures and Requirements

Admission into the Health Management Program requires formal acceptance into both the M.P.P.M. program and the M.P.H. program with an intended concentration in the area of hospital administration. In general, both schools seek to enroll in the program men and women with diverse academic and professional backgrounds and career goals in public, private, and non-profit organizations.

While some students are admitted directly from undergraduate programs, the school gives preference to applicants with experience working in health care organizations and especially to those who have demonstrated leadership, administrative, and entrepreneurial abilities within those organizations.

Upon request, the Registrar at the School of Public Health will send application forms for both schools. The School of Organization and Management requires applicants to submit scores from the Graduate Record Examinations (GRE) or the Graduate Management Admission Test (GMAT). Because this program is quantitatively oriented, applicants should have completed satisfactorily undergraduate or graduate courses in: (1) mathematics, statistics, and/or operations research; (2) computer science; (3) economics; and (4) accounting. Work experience, preferably in a health care institution, is desirable and enhances the chance of acceptance.

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*Full AUPHA Member (ACEHSA Accredited).

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Applications should be submitted as early as possible, but in no case later than January 20 for matriculation the following fall semester.

Opportunities for Financing Education

The Department of Epidemiology and Public Health is a participant in the Graduate and Professional School Financial Aid Service (GAPSFAS). Inasmuch as financial need is not a consideration of the admissions process, only those students who have been admitted to the department and are applicants for financial aid must file a GAPSFAS form entitled, "Application for Financial Aid." The application will be sent to all who request it. Analysis of need as reported by GAPSFAS will be the basis for all financial awards, including loans, made by the department.

Opportunities After Graduation

The program cooperates closely with the school and its National Alumni Association to assist graduates in obtaining employment.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.P.H./ M.P.P.M.	33 mos.	3 mos.	20/4	5	1	43

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$7,800.	$7,800.	$4,200.	$250.	$600.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
7/1	1/20	$30.	12/1	4/15	2 weeks from acceptance

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	N/A	Sept.

Health Services Administration Education Related Programs†

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†Programs offering degrees in areas related to health administration.

GEORGIA INSTITUTE OF TECHNOLOGY

Harold E. Smalley, Ph.D., Regents' Professor and Director
Master of Science in Health Systems
School of Health Systems
College of Engineering
Atlanta, Georgia 30332
404-894-4550

Address inquiries to:
Harold E. Smalley, Ph.D.
Director
School of Health Systems
Georgia Institute of Technology
Atlanta, Georgia 30332

Program Information

The School of Health Systems is a direct outgrowth of a health related academic program begun at Georgia Tech in 1958. The School is a part of the College of Engineering, coordinates with the Health Systems Research Center, and is affiliated with the Medical College of Georgia.

Curriculum Description

The Master of Science in Health Systems (M.S.H.S.) Program provides a viable, academically sound, socially relevant graduate educational program which prepares students for professional careers concerned with the analysis and planning of institutional and comprehensive systems of health care delivery as a means of improving the nation's health care system. Specifically, the program is designed to produce two functionally different, although inherently similar, types of professional. The two functions representing these professionals can be identified as (1) health systems analysis; the body of knowledge concerned with the analysis, design, and evaluation of institutional health care delivery systems, and (2) health systems planning; the body of knowledge concerned with the analysis, design, implementation, and evaluation of multi-organizational programs of health care delivery.

The core curriculum consists of 36 quarter-hours of major area course work, including six hours of supervised field training during which the student pursues a project topic along with his or her regular course load. These hours are supplemented with some 14 hours of elective work in the student's chosen area of specialization.

Admission Procedures and Requirements

A good academic record, a bachelor's degree in a scientific field, a quantitative and analytical orientation, a year of calculus, and an interest in the health field are required.

Opportunities for Financing Education

Support for MSHS students is often available through graduate assistantships, traineeships, scholarships, sponsored externships, or part-time employment with cooperating health institutions or agencies. Non-resident tuition may be waived for holders of certain scholarships and assistantships, and for residents of Louisiana, Arkansas, Tennessee, and West Virginia, under the SREB Academic Common Market. There is no application fee.

Opportunities After Graduation

Graduates of the School of Health Systems are qualified to fill a variety of technical staff positions in health institutions and related organizations. Some are placed in health systems departments of large organizations, while others become advisors or assistants to health administrators or managers, and still others enter government service or join the staff of community health agencies.

GEORGIA INSTITUTE OF TECHNOLOGY

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.H.S.	15 mos	6 mos. (concurrent)	17/4	8	4	50

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,452.	$4,236.	$1,240.	$300.	included in tuition

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
any time	8/1	$15.	variable*	variable*	one month from notice of compliance

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	20–25	Sept.

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*Applications evaluated as received, notices sent as evaluations are completed.

UNIVERSITY OF ILLINOIS—CHICAGO

RoJean Munoz, Ph.D., Director of Health Planning
Health Planning Specialization
School of Urban Planning and Policy
Box 4348
Chicago, Illinois 60680
312-996-8722

Address inquiries to:
RoJean Munoz, Ph.D.
Director of Health Planning
at the program address
312-966-5240

Program Information

The University of Illinois at Chicago offers a Master's of Urban Planning and Policy (M.U.P.P.) degree, with a specialization in health planning. The School of Urban Planning and Policy has a distinct public service as well as teaching and research orientation.

The school had its first health planning graduates in 1975. The health planning program allows students the flexibility of either full-time or part-time study. Students also have the opportunity to take courses from the School of Public Health and at the Abraham Lincoln School of Medicine of the University of Illinois, located approximately ½ mile from the Chicago campus.

Curriculum Description

Students are required to complete 72 quarter hours for the M.U.P.P. degree. A full-time student should be able to complete the program in two academic years. Twenty-four quarter hours of core courses (primarily in the fields of statistics, economics, and planning models) are required of all M.U.P.P. candidates. Students specializing in health planning are required to take two health planning courses and, in consultation with their faculty adviser, to develop an individually planned sequence of elective health courses. A 12 hour internship in a health care setting is required, as well as a 12 hour master's research project.

Admission Procedures and Requirements

The applicant must hold a baccalaureate degree from an accredited college or university and must have maintained a cumulative grade point average in the last 90 quarter hours (60 semester hours) of at least 4.00 (A = 5.00). In exceptional cases, applicants with averages of less than 4.00 but above 3.75 may be admitted if they show evidence of substantial promise. The Graduate Record Examination (GRE) is not required for admission.

In addition to a completed Graduate College Application, which is submitted to the University Office of Administration and Records, applicants must also submit the following materials and credentials to the director of the M.U.P.P. program: (1) a succinct statement describing their educational and career goals, previous pertinent work, and volunteer and/or academic experience; (2) three letters of recommendation; and (3) a recent paper, essay, or project product of which the applicant is the sole author and designee. This material may be of an academic, professional, or personal nature. The academic year at Chicago consists of three eleven week quarters (including the final examination periods) that begin in September (fall quarter), January (winter quarter), and March (spring quarter). The eight week summer session begins in June.

Opportunities for Financing Education

Financial aid and graduate research assistantships are available through the school and the Graduate College, as well as special fellowships for minority students. Most assistantships are quarter-time appointments that carry a monthly stipend and waiver of tuition and fees. Appointments are made on the basis of academic promise and expressed need. A number of loan programs are open to students; all are administered by the University Office of Financial Aid and students should apply directly to that office. Many students choose the option of part-time study while being employed.

Opportunities After Graduation

The program faculty works with each prospective graduate in employment placement.

Faculty Information

The full-time faculty of the School of Urban Planning and Policy numbers 12, with several community practitioners serving as adjuncts. In addition to working with the school's faculty, health planning students work with faculty at the School of Public Health, as well as Sociology, Public Administration, and Political Science faculty.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.U.P.P.	15 mos.	3 mos.	61/42	45	6	90

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,080.	$3,240.	variable	$400.	$378.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	open	$20.	open	open	3 weeks

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
N/A	N/A	N/A	35	Sept.

MEDICAL UNIVERSITY OF SOUTH CAROLINA

Thomas J. Stewart, Ph.D., Program Director
Master in Health Sciences Program
College of Allied Health Sciences
171 Ashley Avenue
Charleston, South Carolina 29425
803-792-2118

Address inquiries to:
the program address

Program Information

The Master in Health Sciences offers the credentialed health professional an opportunity to prepare for administrative and/or educational roles in a variety of health care settings. The administrative component emphasizes preparation for mid-level management positions. The educational component concentrates not only upon direct teaching but also upon development and operation of educational programs. A limited number of clinical options are also available for selected allied health professionals who wish to simultaneously expand their clinical expertise. The majority of courses are offered in the evening to facilitate participation of employed individuals.

Curriculum Description

The thirty-six semester hour Master in Health Sciences Program incorporates substantial flexibility beyond the core of required courses. An independent research project is also required. Opportunities exist for both independent studies and practice.

Admission Procedures and Requirements

Enrollment in the Master in Health Sciences Program is available to essentially all credentialed health professionals. The majority of students come from allied health disciplines such as nurse anesthesia, cytotechnology, dental hygiene, medical record administration, medical technology, occupational therapy, physical therapy, physicians' assistant, radiologic technology, and respiratory therapy. Increasingly, the program attracts dentists, nurses, nutritionists, and pharmacists. Applicants are required to take either the Graduate Record Examination or Miller Analogy Test as part of the admission process. Students may be admitted to the program either in Fall or Spring semesters.

Opportunities for Financing Education

Most students are employed and pursue the degree on a half-time basis (six hours per semester). A limited number of research and teaching assistantships are available for students wishing to pursue the degree on a full-time basis (typically these provide support in the range of $3600–$4000 for the academic year).

MEDICAL UNIVERSITY OF SOUTH CAROLINA

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.H.S.	18 mos. FT 24–48 mos. PT	encouraged not required	0/41	31	1	83

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$800.	$1,600.	N/A	$100.–$120.	N/A

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
open	open	$15.	open	open	open

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	10–15	Aug. Jan. June

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NORTH TEXAS STATE UNIVERSITY

Cora A. Martin, Ph.D., Director
Center for Studies in Aging
P.O. Box 13438, NT Station
Oak Street Hall
Denton, Texas 76203
817-565-2765

Address inquiries to:
Cora A. Martin,
Director
Center for Studies in Aging
Box 13438
Denton, Texas 76203
817-565-2765

Program Information

The Center for Studies in Aging, founded in 1967, was one of the first programs in the country to have a master's level program in long-term care administration. The Center is part of the School of Community Service. The Center has now graduated over 350 students, 90% of whom are still working in the field of aging.

The Center for Studies in Aging offers a master's degree in studies in aging. The program requires 45 semester hours, including a 3-hour problem in lieu of a thesis and 6 hours of internship. The program can be completed in approximately 19 to 24 months.

The Center for Studies in Aging, aware that many people working in the field of aging desire more education, offers intensive Summer Institutes that allow the practitioner to pursue a graduate degree during several successive summers. A specialist certificate is also available for 18 hours of graduate credit.

Curriculum Description

Center for Studies in Aging students may choose one of three concentrations in Studies in Aging. A concentration in long-term care administration prepares the student for a career as administrator of facilities offering nursing care and/or special living arrangements for the elderly. This concentration leads to eligibility for licensure. A concentration as a community program specialist prepares the student to work in governmental or private agencies and organizations offering services to the elderly. The student interested in a general program in Studies in Aging can take supporting courses that prepare him or her for work in counseling for older adults, retirement planning, education programs for older adults, home health care agencies, and other areas.

Students in all concentrations take 9 hours of required courses in gerontology, in addition to the 9 to 12 hours of required seminars in their concentrations. Students in the long-term care sequence must take 12 hours of business administration for their minor; students in the community program specialist sequence usually choose a minor in public administration, although other minors can be selected; general studies in aging students can choose minors in psychology, sociology, counseling, journalism, recreation, art, or a number of other disciplines.

The internship consists of a 7 month (1,200 hours) placement in an approved agency or facility after the academic course work is completed. The Director of Field Placement secures this placement with students being given as much choice in selecting the type and geographic location as possible.

Admission Procedures and Requirements

No specific undergraduate major is required for admission because the Center feels that a diversity in backgrounds leads to a broader outlook for the student body. However, two of the three concentrations have prerequisite courses. Long-term care administration requires 6 hours of undergraduate accounting (or equivalent). Community Program Specialist requires 3 hours of undergraduate social research methods (or equivalent). Those interested in home health care administration are required to have both 6 hours of accounting and 3 hours of social research. Prerequisite courses may be taken along with graduate courses but this may prevent the student from finishing in 19 months.

Application must be made to both the Center for Studies in Aging and the North Texas

State University Graduate School. Applicants must have a 2.5 undergraduate grade point average and must take the Graduate Record Examination. Students who have not taken the GRE may be admitted provisionally and take the GRE before 12 graduate hours are completed.

Opportunities for Financing Education

A number of scholarships are available to students in need of financial assistance. Opportunities for employment at the Center are also available.

Opportunities After Graduation

Graduates of the Center find employment in long-term care facilities, retirement housing, Area Agencies on Aging, community colleges, home health care agencies, day care centers, church and community agencies, mental health centers, nutrition sites, and in many federal, state, and city agencies. More than 90 percent of the Center's graduates remain in the field of services to the elderly. Opportunities for employment are frequently made known to the Center, and the Center keeps its graduates informed of career openings through a regular job bulletin.

STUDENT INFORMATION, 1981–82

Degree	Typical Length of Program: Didactic	Typical Length of Program: Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.A./M.S.	12 mos.	7 mos.	48/63	82	12	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition: Resident	Tuition: Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$600.	$1,900.	$3,200.	$400.	$250.

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application: Earliest Date	Filing of Application: Latest Date	Application/ Acceptance Fees	Decision Notice to Applicants: Earliest Date	Decision Notice to Applicants: Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
10/1	8/1	none	4/1	8/23	N/A

Deposit to Hold Place in Class: Applied to Tuition	Deposit to Hold Place in Class: Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	20	Aug.

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UNIVERSITY OF WISCONSIN—MADISON

James B. Bower, Ph.D., Director, Center for
Health Care Fiscal Management,
Organization and Control
Program in Health Care Fiscal Management
Graduate School of Business
1155 Observatory Drive
301 Commerce Building
Madison, Wisconsin 53706
608-262-1943/0891

Address inquiries to:
James B. Bower, Director
at the program address

Program Information

The University of Wisconsin-Madison Health Care Fiscal Management Program offers education in fiscal planning and control, management, analytical techniques, and a basic foundation for health institutional services. The program is to provide financial education in depth for individuals who will be involved with financial management of larger hospitals, medical education centers, health maintenance organizations, health agencies, or other complex health care organizations and similar operations.

Curriculum Description

The M.S. program in health care fiscal management has five major components: (1) the basic courses required as a foundation for the program, such as economics, finance, accounting, management, marketing, law, computer systems, and quantitative methods; (2) an advanced sequence requirement of managerial economics and advanced statistical methods; (3) the health care fiscal management major of managerial accounting, fiscal planning and control, reimbursement, budgets and budgetary control, cost containment, operations review, and a residency; (4) a fiscal management Option A—professional depth in accounting, Option B—professional depth at the graduate level in accounting, or Option C—fiscal services management with depth emphasis on costs and administrative services; (5) electives related to health care services as arranged between the student and faculty advisor to meet at least program minimum credit requirements.

The M.B.A. program has the same requirements as the M.S. program, and an additional 6th component for breadth. The time required for either the M.S. or M.B.A. program can be reduced if the required academic foundation or some part thereof has been completed as an undergraduate.

Admission Procedures and Requirements

To be admitted to the master's degree program in health care fiscal management students must have a bachelor's degree from an approved institution, an undergraduate grade point of at least 3.0 or higher (4.0 basis), and a satisfactory score on the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE).

After being accepted by the Graduate School of the University of Wisconsin-Madison and the Graduate School of Business, an applicant becomes eligible for the curriculum in health care fiscal management. Personal interviews with the program faculty are desirable. Candidates are selected for the health care fiscal management program on the basis of grade point average, test scores, interests, and interviews if required.

Applications are accepted for each semester and for the summer term. Applications must be received and accepted at least six weeks prior to the start of any term. The major in health care fiscal management must be declared when the application is completed.

Opportunities for Financing Education

Financial aid is available from University of Wisconsin-Madison fellowships, Graduate School of Business fellowships, scholarships, and teaching assistantships. The decision for financial aid is made independently of the admissions decision.

UNIVERSITY OF WISCONSIN—MADISON

Opportunities After Graduation

The Center for Advanced Study in Health Care Fiscal Management, Organization and Control provides placement services along with the Graduate School of Business. Placement brochures and counseling are available extensively. Excellent opportunities are available on a broad basis within health care consulting and health care institutions such as hospitals, long-term care facilities, clinics, regulatory and planning agencies, etc. for fiscal management qualified individuals.

Faculty Information

The faculty for the program come from multi-disciplinary areas, with academic appointments representing the extensive resources of the University of Wisconsin-Madison.

Program teaching, research, and public service are ongoing with faculty from disciplines represented by the Graduate School of Business, School of Medicine, School of Nursing, College of Engineering, and College of Letters and Science for departments such as Economics, Statistics, Mathematics, and others. Practical and basic support is provided by contributions from residency preceptors, financial and management consultants, and adjunct professors.

STUDENT INFORMATION, 1981–82

	Typical Length of Program					
Degree	Didactic	Field Exp.	FT/PT Students	Women Students	Ethnic Minority Students	% Applic. Accepted 1981–82
M.S.	12–22	3–9	39/20	21	1	N/A

ESTIMATED FIRST YEAR CLASS EXPENSES, 1982–83

Tuition				
Resident	Non-Resident	University Room and Board (Min.)	Books and Supplies	Student Fees (Activities, Insurance, etc.)
$1,568.	$4,695.	$503./per quarter	$350.	$127. (included in tuition)

APPLICATION AND ACCEPTANCE INFORMATION

Filing of Application			Decision Notice to Applicants		
Earliest Date	Latest Date	Application/ Acceptance Fees	Earliest Date	Latest Date	Applicant's Response to Acceptance Offer (Maximum Time)
one year before term	six weeks prior to term	$20.	continuous	approx. 4 weeks after records complete	2 months

Deposit to Hold Place in Class				
Applied to Tuition	Due Date	Deposit Refundable Prior to (Date)	Estimated Number of New Entrants	Starting Date
none	N/A	N/A	35	Aug. Jan. June

V. NON-TRADITIONAL (OFF-CAMPUS, EXTERNAL DEGREE) PROGRAMS IN HEALTH SERVICES ADMINISTRATION‡

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‡Students interested in this approach to education in health services administration are also directed to explore part-time educational options detailed in the baccalaureate and master's program descriptions listed in the preceding sections, and to cross-reference the descriptive institutional information contained therein.

Baccalaureate
Non-Traditional (Off-Campus, External Degree) Programs

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UNIVERSITY OF KENTUCKY

David E. Berry, Dr.P.H., Chairman
Department of Community Health
College of Allied Health Professions
University of Kentucky Medical Center
103 Medical Center Annex 2
Lexington, Kentucky 40536-0080
606-233-6361

Program Information

The Department of Community Health is initiating coursework leading to the Bachelor of Health Science in Health Administration off-campus and using non-traditional scheduling. The departmental curriculum is designed to build upon University general studies requirements including human biology, calculus, economics, political science and behavioral science, accomplished through a college core curriculum and fourteen health administration and planning courses addressing a theory and professional practice. All students must complete a one-semester health administration field practicum and collateral courses in statistics, accounting, and administrative behavior.

Degree Requirements/Learning Mechanism Description

The program is designed for current administrative and clinical health personnel seeking additional training. Goals, competencies, and curriculum are identical to those of the on-campus program. Courses are being offered at Fort Knox, Kentucky and in other parts of the state. Courses are scheduled to meet in either full day seminars or evenings in rural locations in Kentucky. Students must meet the same 120 semester hour minimum requirement as on-campus students.

Admission Procedures and Requirements

As noted, applicants to this program must be administrative or clinical employees of health organizations. All other standards are identical to the on-campus program.

Credit For Experiential And/Or Prior Learning

Students without prior college experience must meet the standard University admissions criteria. All applicants who have been enrolled at another college must submit an official transcript from each college attended, and must be able to meet University Senate and College Admissions Criteria. The University accepts baccalaureate degree credits earned at a fully accredited college or university. Students transferring directly from a junior college or two-year branch may not transfer more than 67 semester hours of baccalaureate degree credit to the University of Kentucky. Students transferring from a four-year college who have previously attended a two-year college will be limited to 67 semester hours of the two-year college work. The work from the four-year college will be evaluated separately.

In some cases, credit earned at a school which is not a member of an accrediting association may be validated for acceptance by the University after the student enrolls and completes 24 semester hours of University work with at least a 2.0 grade-point average. Students who have taken non-transferable courses at other institutions may, after entrance into the University, request to be examined for credit in a University course in the same discipline.

UNIVERSITY OF LAVERNE

Arthur Howard, Ph.D.
Program Director, Health Care
Management and Administration
School of Continuing Education (SCE)
1950 Third Street
LaVerne, California 91750
714-593-3511 ext. 288

Program Title

Bachelor of Science Health Care Management

Program Information

The University of LaVerne offers the B.S. degree programs at off-campus sites convenient to the full-time working health care professional. The program objectives and content differ only in method of delivery from the traditional program.The off-campus programs are delivered and coordinated by the ULV School of Continuing Education. The curriculum maintains the integrity and quality of the main campus programs in Health Care Management and Administration. The average length of time for program completion for the student attending either evening or weekend classes is usually 5 semesters or approximately 2 years.

Degree Requirements/Learning Mechanism Description

Required semester hours (s.h.) in the B.S. degree program are 44 upper division s.h. to complete the 128 s.h. required for the B.S. degree in Health Care Management. Off-campus courses are taken sequentially, one day or evening/week for a ten week period. Both required courses and electives reflect the main campus curriculum.

An emphasis on simulation, role play, group process with applications and the underlying theory are the learning mechanisms most frequently used for the adult learner.

Admission Procedures and Requirements

Admission to the B.S. degree programs is through the ULV Admissions Office, with some variation in the fee structure. Selection of students for the off-campus B.S. degree program follows main campus requirements.

Target Population

The B.S. off-campus program is designed, primarily, for the adult (over age 25 years) working health professional, usually mid-career, who is seeking upward mobility or career growth and options.

Credit For Experiential And/Or Prior Learning

Both A.A./A.S. degree nurses and 3 year diploma school nurses may be awarded up to 70 semester units of credit. Students from other health professions programs may receive up to 44 credits from certificate/diploma programs. Associative Learning,* up to 2 units/selected courses may be awarded. Learning Packages* may receive up to 4 units for college level learning acquired outside the college classroom. CLEP and Challenge examinations are available as stated in the University catalog. Also available to students to accelerate their program are independent studies and directed studies.

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*Experiential/prior learning modalities at ULV.

UNIVERSITY OF MISSOURI—COLUMBIA

Gordon D. Brown, Ph.D., Professor and Director
Health Services Management
403 Noyes
Columbia, Missouri 65211
314-882-6178

Program Title

Health Services Management Extended Baccalaureate Degree Program/Bachelor of Health Science (B.H.S.)

Program Information

The Health Services Management Extended Baccalaureate Degree Program is designed to enhance managerial skills and knowledge of those individuals who are currently employed in the health care industry and are not able to take advantage of a full-time degree program. The program requires 120 semester credit hours for graduation and includes course work in the areas of general education, quantitative/business skills, health services management core, and professional and free electives. In addition, a three-credit hour, eight week practicum is required for those students who have not had previous management experience in a health care setting. A typical student will complete 12–18 semester credit hours each year, receiving the B.H.S. degree within 3–4 years.

Degree Requirements/Learning Mechanism Description

Students in the program attend class sessions at a designated learning center approximately every third Saturday of the semester. Each course meets for three to four-hour sessions and is conducted in seminar mode, generally involving a combination of lectures, case studies, group exercises/discussion and projects. The instructors utilized in the program are members of the Health Services Management Program's regular faculty.

Admission Procedures and Requirements

Any individual who meets the admissions criteria and has had at least two years work experience in the health care industry may apply to the Extended Baccalaureate Degree Program. The admissions criteria include a recommended 2.5 cumulative grade point average and at least the equivalent of 57 semester credit hours, earned through a variety of means such as previous college courses, approved degree, certificate or diploma, educational programs, correspondence courses, challenge examinations, military credits, the college level examination program (CLEP), or portfolio assessment.

Applications to the program are accepted throughout the year, although, individuals may only commence the study during the fall of each academic year. Applicants who do not meet the equivalent 57 credit hour requirement can be accepted for advisement by the faculty until he/she has achieved this requirement.

Credit For Experiential And/Or Prior Learning

Any individual who has held a responsible management position in the health care industry for a minimum of three years may request a portfolio assessment by the Health Services Management Program faculty. The program can grant up to 15 credit hours toward the B.H.S. degree on the basis of the portfolio assessment. In addition to credit awarded through portfolio assessment, a student may be granted up to 40 blanket credit hours for previous course work completed at an approved certificate, diploma or other educational program.

UNIVERSITY OF NEW HAMPSHIRE

Lee F. Seidel, Ph.D., Chairman
Hewitt Hall
Durham, New Hampshire 03824
603-862-2733

Program Title

Health Administration and Planning Program/Bachelor of Science—Professional Option

Program Information

The Professional Option is an academic program designed to make the Bachelor of Science degree, with a major in Health Administration and Planning, accessible to health professionals in Northern New England. Begun in 1977 with support from the W. K. Kellogg Foundation, it attracts professionals from hospital, long-term care, ambulatory care, public health, regulatory, and health insurance settings.

All students are expected to demonstrate competencies in several areas in addition to health administration and planning. In order to graduate from the program, 128 credits are required.

After admission into the Professional Option, all students complete one course, HAP 403 "Seminar in Health and Medical Care Systems." This non-traditional course requires students to participate in six all-day seminar sessions spaced throughout the semester and to demonstrate the capacity for independent guided study. After completing this course, students with prior professional experience in health administration and planning participate in HAP 700 Competency Assessment, a rigorous academic process during which their professional competencies are assessed against major requirements. At the same time, they develop a plan of study to complete the degree requirements. Students work with an assessment team and a faculty sponsor and present a detailed portfolio that describes and analyzes their professional competencies. Faculty can award up to 64 academic credits using this process, exactly half the amount needed to graduate. Competency Assessment takes one semester.

After Competency Assessment, students use non-traditional or traditional academic courses to satisfy remaining competency expectations in Health Administration and Planning. Non-traditional courses meet for three or four all-day seminars during a semester, and students use Guided Learning Manuals to govern their independent learning activities. All students participate in a graduation review just prior to graduation.

Every baccalaureate degree requires a student to complete both an academic major and a general studies program. In addition to taking or transferring traditional academic courses to satisfy these requirements (usually 64 credits), students may use the College Level Examination Program (CLEP) to satisfy these requirements. Professional Option students have the freedom to complete all general education requirements at any accredited academic institution as long as the courses meet the requirements of the University of New Hampshire.

This combination of freedom to complete general education requirements at any academic institution, CLEP, non-traditional courses, and the Competency Assessment process provides a rigorous degree program that is both accessible and practical for working health professionals located in Northern New England.

Admission Procedures and Requirements

Applicants make simultaneous application to both the University of New Hampshire and Health Administration and Planning Program. The Professional Option is open only to individuals with significant professional experience in the health care industry. Preference is given to candidates with prior college level work.

PARK COLLEGE

Eleanor J. McClenney, Director
Bachelor of Science in Management/Health Care
School for Community Education
Parkville, Missouri 64152
816-741-2000, ext. 103/104

Program Information

The Park College School for Community Education's Military Resident Center System is one of the nation's largest programs consisting of 17,510 enrollments served by 24 Resident Centers in 14 states. A Resident Center is a facility where the School for Community Education offers courses leading to a baccalaureate or associate degree for students who do not reside or cannot matriculate at the Park College Home Campus. Because the program at each Resident Center is tailored to the needs of the local student population, only certain degrees and certain majors are offered at each Resident Center. The degrees and majors to be offered at any Resident Center are agreed upon by the School for Community Education and the authority and/or agency being served at the Resident Center. Resident Centers are currently located at military installations.

Degree Requirements/Learning Mechanism Description

The School for Community Education accepts responsibility for affording members of the Armed Forces the opportunity to complete Park College degree requirements by means of course work from other institutions taken after the candidate has completed a minimum of twenty-four hours with the School for Community Education toward a bachelor's degree or fifteen hours toward an associate's degree.

SAINT MARY'S COLLEGE OF CALIFORNIA

Ruth J. Hurvitz
Chairwoman, Health Services
Administration Program
External Degree Programs
P.O. Box 397, Moraga, California 94575
415-376-2540

Program Title

Bachelor of Arts in Health Services Administration

Program Information

The bachelor's degree programs of the Extended Education Degree Programs are one expression of a concerted effort on the part of Saint Mary's College to develop degree offerings for individuals whose needs are not met by the regular, on-campus undergraduate and graduate programs.

Degree Requirements/Learning Mechanism Description

Recognizing that adult learners are self-directed and highly motivated, the Health Services Administration Program is intensive, requiring considerable preparation outside of weekly class meetings. Classes begin at any time during the calendar year and are offered as frequently as needed to meet the demands of students in a geographic area. Classes are scheduled in the late afternoon and evening hours, frequently near a student's home or place of employment. With mandated study breaks, the program generally requires 60 weeks for completion.

The Health Services Administration Program is competency based. Emphasis is placed on the student's ability to demonstrate specific competencies associated with each of ten courses in the senior year curriculum. Course work is designed to include many opportunities to apply professional knowledge and skills. Faculty are selected for professional expertise, academic background and ability to teach adults.

The eight required courses in the major reflect both the basic theories and philosophies underlying each field of study as well as current research, knowledge and practices. The following courses are required: Health Law, The Health Care System, Organization Theory, Supervision, Financial Management and Research Methodology. In keeping with the liberal arts tradition, senior students are also required to complete two Critical Perspectives Seminars, which aim to bring adult students into contact with the works of great minds of the past and with the lives of outstanding people from various cultural and religious traditions.

The senior project is an extensive research project which each student conducts, usually at his or her place of employment. The project is designed to identify and assess a specific problem, to implement solutions, and to evaluate the effectiveness of the solutions.

Admission Procedures and Requirements

The Extended Education Programs are designed for adult, professional students. Admission requirements include: 60 semester units of acceptable transfer credit; a grade point average of 2.0; experience in the degree area; and sufficient college equivalent experience that is indicative of attaining senior standing through credit for experiential and prior learning.

Credit For Experiential And/Or Prior Learning

Students are provided the opportunity to submit their college equivalent, prior learning to be evaluated for credit. The preparation of a life experience portfolio for evaluation is part of a course which all students take.

SOUTHERN ILLINOIS UNIVERSITY—CARBONDALE

Elaine M. Vitello, Ph.D.
Coordinator, Health Care Services
Southern Illinois University
Division of Baccalaureate Studies
Carbondale, Illinois 62901
618-536-6600

Program Title

Health Care Services; Bachelor of Science in Technical Careers

Program Information

The Bachelor of Science degree in technical careers, with a health care services goal, is a career-oriented program designed to meet the educational needs of individuals who have received health care training in military schools, technical institutes, community colleges, proprietary institutions, and industry-related training programs. Its objective is to provide a broad-based educational experience oriented toward a professional management/administrative career in the health care field.

Since this is an off-campus program, it is conceivable that a student can meet all requirements (experience/electives; general studies; and core courses) in 16 months. However, most students take about 24 to 30 months to complete degree requirements.

Degree Requirements/Learning Mechanism Description

The professional "core courses" are offered at the off campus site (military base) on an alternate week-end delivery format. Both on-campus faculty and off-campus practitioners teach these courses.

Southern Illinois University requires that a student complete 120 semester hours of course work for the baccalaureate degree. Students enrolled in the off-campus Health Care Services program are not required to attend courses on the Carbondale campus. They fulfill their residency by taking their last 30 hours enrolled in SIUC courses.

Admission Procedures and Requirements

Students applying to the program must: (1) show evidence of either graduation from an accredited high school or have passed the GED; (2) submit all transcripts of prior course work from any university or community college; (3) complete Southern Illinois' official undergraduate application form; and (4) meet other general university requirements for admission, before she/he is admitted to the health care services program.

Target Population

The target population for which this program is delivered is active duty military. Service men and women who are in the health care field and want to increase their skills and knowledge in the management and administration of health care services comprise the overwhelming majority of students in this program. Presently, this program is offered at 16 major military locations across the continental U.S.

Credit For Experiential And/Or Prior Learning

A committee to evaluate prior work experience reviews all student documentation pertaining to prior work experience. The student is required to complete a standardized form and submit this along with his/her request for review. A student can be awarded up to 30 semester hours.

Master's
Non-Traditional (Off-Campus, External Degree) Programs

BOSTON UNIVERSITY

R. Hopkins Holmberg, Director
Health Care Management Program
Graduate School of Management
704 Commonwealth Avenue, Room 202
Boston, Massachusetts 02215
617-353-3383

Program Title

Health Care Management Program/Master of Business Administration (M.B.A.) with a concentration in Health Care Management.*

Program Information

The M.B.A. with concentration in Health Care Management is offered on a weekend schedule. The faculty and curriculum, admission and degree requirements are the same as in the full-time and part-time evening Health Care Management program. The weekend format accommodates practicing health managers from the greater New England region and those with difficult work schedules who cannot participate in the regular degree program. The weekend offering was developed with the support of the W. K. Kellogg Foundation and the Healthcare Financial Management Educational Foundation. Students may pursue a specialization in health financial management.

Classes in the weekend format meet on Friday and Saturday every second week. Students take two courses a semester and complete the M.B.A. in 33 months (8 semesters) including two summers while continuing to work full-time.

Degree Requirements/Learning Mechanism Description

Students take 16 four credit-hour courses; nine from the common core M.B.A. program, three courses required of all health care management students and four health management electives selected under a structured system. Weekend courses have been carefully structured to benefit from the alternating intense on-campus sessions and long periods off campus.

Students must complete a non-credit computer requirement and an experience requirement which can be fulfilled by a special management project conducted at the student's place of employment.

Admission Procedures and Requirements

The H.C.M.P. is open to qualified men and women who have earned an accredited bachelor's degree. Individuals must submit scores from the Graduate Management Admission Test (GMAT). Applicants to the weekend format must obtain the support of their employers to attend classes every other Friday.

Applicants to the weekend format are admitted only for September entrance. Deadline for application is July 15. Commitment of all seats in the entering class may occur prior to the end of an admission cycle; applications should be submitted as early as possible.

Target Population

Most of the students in the weekend format are currently employed in the health industry and show potential for assuming greater management responsibility. Typical students are: a physician assistant who is moving from a clinical base into management of primary care, a hospital financial manager with a B.S./B.A. in accounting who is now committed to the health industry, a nurse who has assumed management responsibilities, a human services employee who is switching careers.

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*ACEHSA Accredited.

UNIVERSITY OF CHICAGO

Ronald Andersen, Ph.D., Director
Graduate Program in Hospital Administration
213 Walker Museum
1101 E. 58th Street
Chicago, Illinois 60637
312-962-7104

Program Title

Health Executive Program/M.B.A. (HXP)

Program Information

The HXP is a unique two year course of study leading to the M.B.A. It has as its objective assembling talented and experienced health care managers and teaching them the principles of effective management through a disciplinary orientation. Drawing faculty from the campus M.B.A. program and students from advanced professional and lay administrative roles, HXP is a fast paced and in-depth learning exchange situation. It is an element of the Graduate School of Business Executive Program, so health managers also interact with counterparts from other sectors of the economy.

Degree Requirements/Learning Mechanism Description

The HXP meets four full days per month alternating between Fridays and Saturdays each week. During the week, students gather in evening study groups to solve problem sets. The course of study lasts six academic quarters with no classes during the summer months between the first and second years. The core curriculum resembles that of the campus M.B.A.; the HXP specialization requires at least three health care courses. Classes are held at the downtown campus.

Admission Procedures and Requirements

Academic ability and meaningful and extensive management experience are major considerations in student selection. Agreement of the employer is essential. Personal interviews are required in the selection process. A bachelor's degree is required, but standardized test scores are not. Geographic proximity is important in terms of study group membership.

UNIVERSITY OF CINCINNATI

Carol J. Harten, Ed.D.
Program in Community Health Planning/Administration
School of Planning—Room 630C
College of Design, Architecture, Art, & Planning
Cincinnati, Ohio 45221
513-475-4943

Program Title

Master of Science in Community Health Planning/Administration

Program Information

The University of Cincinnati offers a non-residential program in Community Health Planning/Administration, leading to the Master of Science degree, based on the concept of individualized, self-paced, student-directed learning to achieve competency goals.

The program is designed for persons already working or involved in the community health system, with special emphasis on those who might not otherwise have access to graduate education.

Students have generally enrolled in "clusters" of persons within a geographic area who are able to meet together one weekend each academic quarter. Clusters now operate in Northern Ohio, Southern Ohio, and Tennessee; a "Free" cluster involves students from areas outside of Ohio and its contiguous states.

In the 1978–79 academic year, an agreement with the Appalachian Educational Satellite Program (now Appalachian Community Service Network), brought the non-residential program to students scattered throughout the 13-state Appalachian region. Through the use of telecommunications satellites, video programs and fully interactive audio conferences were used to keep students in contact with University of Cincinnati faculty.

Degree Requirements/Learning Mechanism Description

Students, in cooperation with faculty advisers, design individualized programs of study to meet competency goals. They may utilize a variety of learning opportunities and experiences to achieve their goals, including Learning Resource Units provided by the University of Cincinnati, courses at other universities, tutorials, and apprenticeships.

Learning Resource Units made available to students generally incorporate a study guide, readings, bibliographies, lectures or discussions on cassettes, and exercises designed to help the student use his or her community and work setting as learning resources to achieve competency objectives.

Through the Comprehensive Action Project the student is expected to demonstrate her or his ability to bring about significant action to improve community health and/or to improve the delivery of health or medical care services.

The student is expected to complete sixty quarter credit hours of graduate study in the following areas: Learning Program Design; Applied Health Systems Planning; Applied Health Administration Theory; Fundamentals of Health Care Systems; Fundamentals of Health and Disease; Data Management; Consumer Advocacy and Ethical Issues; Comprehensive Action Project; and electives.

Admission Procedures and Requirements

Applicants must hold a bachelor's degree from an accredited college or university, and should have a satisfactory academic record; however, the decision on admission is based also on letters of recommendation, work experience, and other relevant information. Applicants must be employed in or involved with a community health agency.

UNIVERSITY OF COLORADO

Bettina Kurowski, D.P.A.
Director, Graduate Program in Health Administration
Programs for Health Services Administration
Graduate School of Business Administration
University of Colorado
1100—14th St., Box 165
Denver, Colorado 80202
303-623-4436

Program Title

Executive Graduate Program in Healthcare Financial Management/Certificate and graduate credits toward Master of Science in Health Administration

Program Information

The Executive Graduate Program in Healthcare Financial Management at the University of Colorado was established five years ago with the assistance of the W. K. Kellogg Foundation and the Healthcare Financial Management Educational Foundation and continues to be supported by both organizations today. The program is sponsored by the University of Colorado at Denver and is conducted by the faculties of the program in Health Services Administration and the Graduate School of Business Administration. The program is a graduate level educational opportunity spanning three 6-day sessions (plus an optional pre-session) over an eight-month period.

The objective of the Executive Graduate Program in Healthcare Financial Management is to broaden the perspective and improve the uses of management accounting and financial information in decision making. This objective is achieved by providing the participant with the necessary tools of cost efficient financial management, as well as with those knowledge areas and skills that will enable him/her to become a more effective manager in healthcare organizations.

Degree Requirements/Learning Mechanisms

The basic program includes three six-day intensive sessions held on the campus of the University of Colorado in Boulder. Participants attending all three sessions and completing all assignments will receive a Certificate in Healthcare Financial Management. Reading and case study assignments and institutional-specific projects will be required for off-campus completion. Traditional methods such as intensive lecture and discussions are balanced with diverse and relevant case analyses, computer-assisted instruction, guest speakers and "hands-on" problem solving to maximize the learning process.

Between nine (9) and twelve (12) semester hours of graduate academic credit may be awarded depending upon the participant's credentials and achievement in the program. These academic credits are applicable toward the Master of Science degree in Health Administration at the University of Colorado at Denver if the applicant is otherwise eligible for admission into the Graduate Program in Health Administration.

Admission Procedures and Requirements

Participants are encouraged to have a basic background knowledge of financial accounting and be familiar with: double-entry accounting systems, preparation of simple financial statements and accounting terminology. This background may be met by prior accounting coursework and/or experience. For the convenience of those executives who desire an update on financial accounting in the same format as the basic program, a pre-session is offered.

Enrollment is limited to insure small classes. Applications are processed on a first come, first served basis and may be obtained directly from the program director.

UNIVERSITY OF MIAMI

Thomas A. Natiello, Ph.D., Director, Professor
Management and Health Administration
Institute for Health Administration and Research
Master of Business Administration, concentration in Health Administration
P.O. Box 248024
517L Jenkins Towers
Coral Gables, Florida 33124
305-284-2622

Program Title

Saturday Health Administration M.B.A. Program

Program Information

The program is a multi-disciplinary approach to health administration. There is overall integration of the important disciplines bearing upon effective and efficient health administration. The program views the health system in its entirety and considers the place of health institutions within a systems context.

The program emphasizes universal applicability of administrative concepts without losing the important perspectives and characteristics of the health system. This combination of M.B.A. and Health Administration courses focuses managerial and administrative concepts and techniques on the challenges found within the health setting.

The course content provides an opportunity for the student to examine various changes in the health field as well as the dynamics and impact of the economic, social and political system. The program offers the administrator and health professional a chance to study the sensitive nature of the relationship between administration and the health professional, provider, consumer and institution, regulator and marketing environment.

Degree Requirements/Learning Mechanism Description

By simply investing just one day a week—Saturday—over the next two years, one can receive an M.B.A. degree and a Health Administration Certificate. The Saturday program will broaden and deepen the skills of people moving into top management positions. The Saturday program offers an opportunity to learn to apply the functional areas of business administration such as accounting, economics, statistics, finance, law, management and marketing to Health Administration.

Admission Procedures and Requirements

The program is intended for health administrators and professionals with college degrees, but not necessarily in administration. Candidates are considered for admission on the basis of individual applications, interviews, GMAT scores and grade point average of all previous college/universities work.

Applicants should have a minimum of three to six years of professional, administrative, or managerial experience. In selecting candidates, the Admissions Committee evaluates (a) ability to do graduate work in health administration, (b) potential contribution to the group and the program, (c) potential as a health administrator, (d) occupational background and (e) maturity and motivation.

Target Population

This program has been specifically designed for health professionals who have demonstrated the ability and the desire to further their education in the area of Health Care Services.

UNIVERSITY OF MICHIGAN

S. E. Berki, Professor and Chairman
Department of Medical Care Organization
School of Public Health
109 Observatory
Thomas Francis Building
Ann Arbor, Michigan 48109
313-764-8450

Program Information

The On Job/On Campus (OJ/OC) Program*, developed by the Department of Medical Care Organization, is a twenty-five month non-residential academic program leading to the Master of Public Health degree in Medical Care Administration.

Started in 1972 as a method of providing the opportunity for master's level training to employed mid-career professionals in ambulatory care administration, the OJ/OC program has expanded its focus and curriculum to cover the planning, financing, administration, and evaluation of a wide range of personal health service agencies.

Degree Requirements/Learning Mechanism Description

OJ/OC class sessions are held in Ann Arbor during intensive, four day weekends. These Thursday through Sunday sessions are scheduled every four to five weeks for twenty-five meetings; the program therefore lasts somewhat over two years (48 credit hours of required coursework).

Formal classroom work is supplemented by readings, exercises, and work-related projects which are accomplished during the intersession weeks. Efforts are made to integrate the course material and assignments with the student's work setting.

Admission Procedures and Requirements

Generally candidates must have administrative responsibilities related to the delivery of personal health services. The School of Public Health requires a minimum grade point average of 3.0 (B) in previous college work, as well as above average scores on the Graduate Record Examination (GRE). Applicants without a baccalaureate degree are required to submit scores on the five general examinations of the College-Level Examination Program (CLEP), in addition to GRE scores. A letter of support from the applicant's employer indicating an understanding that the OJ/OC program requires *two* working days away from the job each month is also required.

A new OJ/OC class is enrolled approximately every eighteen months. Applications are accepted at any time.

Target Population

While the program was initially begun to address the needs of ambulatory care program administrators, students from a much wider background now participate. Individuals involved in such activities as community health center administration, HMO development and operation, hospital-based ambulatory program administration, Medicaid administration, areawide health planning, health department administration, and dental public health have been and are now enrolled. The professional background of these students has varied greatly with the fields of medicine, law, dentistry, nursing, administration, social work, and pharmacy being represented in recent classes.

All participants in OJ/OC must be currently employed in health care work and must have been employed in a health care position for at least three years prior to enrollment.

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*ACEHSA Accredited.

UNIVERSITY OF MINNESOTA

Vernon E. Weckwerth, Ph.D.
Box 97, Mayo Memorial Building
420 Delware Street SE
Minneapolis, Minnesota 55455
612-376-1544

Program Title

Alternative Studies, Office of Continuing Hospital and Health Care Education. Two programs are offered: (1) Credential of Advanced Studies (C.A.S.) for competent completion of the ISPs (Independent Study Programs), and (2) the option to acquire an M.H.A. or an M.P.H. depending on the program.

Program Information

Programs for Hospital, Mental Health, Long Term Care (Nursing Home), Patient Care (Nursing) and Ambulatory Care Administration include directed studies in management processes, organizational behavior, staffing, finance, problem solving, governance, evaluation, social policy, etc., covering problems, knowledge, skills, and attitudes. All are three years in length except PCA which is two years. The programs begin with managerial applications to departments or functions, then expand to relationships across functions and moving to external forces affecting health care delivery. The person competently fulfilling the ISP will be an executive who can successfully lead and run an organization.

Degree Requirements/Learning Mechanism Description

There are no prior educational attainment requirements for entry, only positional accountability. The coursework requires two weeks on campus annually plus class one day per month in the field with a cluster of enrollees meeting with a faculty preceptor, regional seminars, and written applications with grading. In the final year, an applied research thesis must be presented by each enrollee (both written and verbally) with cross examination and defense. A separate admission decision to the master's degree program is made after completion of the second year, using an identical process to the one for the full-time two year on-campus M.H.A. program. If admitted, the students must complete an additional 15 quarter graduate credits and submit a research thesis.

Admission Procedures and Requirements

Enrollees must be full-time employed as an administrator of the organization corresponding to the appropriate ISP. Applications are reviewed annually (May 15 deadline for most programs) with a maximum bid for each program of about 50. The selection is based chiefly on the spectrum of organizational accountability, but also influenced by geography, diversity of organizational form, and length of employment.

Target Population

U.S. and Canadian administrators are the target audience although international students are admitted in very limited numbers.

Credit For Experiential And/Or Prior Learning

Credits are at the graduate level: for the three year program they are respectively 15, 15, and 25 quarter credits for Course I, II, and III. No credits earned prior to admission to ISP are transferable. Six of the 15 graduate quarter credits for the master's option can be taken at any other graduate college or university with prior approval.

UNIVERSITY OF NORTH CAROLINA—CHAPEL HILL

Sagar C. Jain, Professor and Chairman
Department of Health Policy and Administration
263 Rosenau Hall 201–H
School of Public Health
Chapel Hill, North Carolina 27514
919-966-4091

Program Title

Non-Residential Programs, Master's of Public Health (M.P.H.)

Program Information

The curriculum for the Non-Residential Programs has been developed to assure a well-rounded and generalized preparation in health administration. A total curriculum of thirty-nine (39) credit hours is divided into three categories: twenty-seven (27) hours of core courses, nine (9) hours of electives, and three (3) hours of research.

The M.P.H. degree in health administration is designed primarily for health professionals and scholars to provide a comprehensive understanding of public health philosophy and values and to develop competence for leadership roles in policy/management areas.

All requirements for the M.P.H. degree could be met in three (3) years or less depending on a student's prior academic background and experience.

Degree Requirements/Learning Mechanism Description

Within the framework of the Non-Residential Programs in the Department of Health Policy and Administration, the two basic programs through which a student may take courses toward the M.P.H. degree, the Off-Campus Program and the Regional Degree Program, differ in terms of program structure.

Typically, coursework in the Off-Campus Program is delivered one day per week for fifteen (15) weeks in the Spring and Fall at each of two sites. Coursework in the Regional Degree Program is delivered in two ways: (1) summer school sessions in Chapel Hill—two or three six-week sessions each a year apart; and (2) integrated courses with a one-week Chapel Hill component, but with most of the work being completed in the student's home location—up to 12 hours or four courses.

Admission Procedures and Requirements

Admission requirements for the Non-Residential Programs are: (1) the bachelor's degree and three years post-baccalaureate experience in health administration or a health profession, or a prior academic or professional doctoral level degree in an appropriate field; (2) be employed full-time in a managerial position in the health or human services field at the time of application and maintain full-time employment in such a position during the course of study; (3) have a minimum grade point average of 3.0 on a 4.0 scale; and (4) have a minimum GRE score of 1000 or an acceptable score on an equivalent examination.

Admission to either of the Non-Residential Programs is highly competitive and standards and procedures are identical to those of the residential programs. New classes are admitted to the Off-Campus Program every three (3) years. The Regional Degree Program admits a new class of students every two years.

Credit For Experiential And/Or Prior Learning

An applicant may request that he/she be exempted from certain requirements for completion of the Master's of Public Health degree.

THE OHIO STATE UNIVERSITY

Carol Thomas
Coordinator, Admission Program and
Executive Program in Health Care Financial Management
1583 Perry Street
Columbus, Ohio 43210
614-422-9708

Program Title

Executive Program in Health Care Financial Management

Program Information

The Executive Program in Health Care Financial Management is an advanced educational program of national scope and is designed to provide access to graduate education to today's health care decision makers. The Executive Program maintains strong ties with the Health Care Financial Management Association through its Educational Foundation, Chicago, Illinois.

This is a non-degree program that awards a certificate from Ohio State and Hospital Financial Management Association upon successful completion, at the end of an eleven month program. It includes four one-week and one ten-day on-campus sessions.

Degree Requirements/Learning Mechanism Description

The program contains a series of independent assignments designed to further the understanding and ability of health care executives in dealing with particular management problems. Independent assignments concentrate on examining problems faced by executives in health care through the use of reading assignments, case studies, consultation and problem-solving techniques. Participants spend six weeks on-campus over an 11 month time span, including four one-week and one ten-day on-campus sessions, from January through November.

The Executive Program in Health Care Financial Management is primarily an advanced graduate level certificate program. The two options for graduate education interface have been developed to allow qualified participants flexibility in (a) pursuing a degree program in Hospital and Health Services Administration at Ohio State or (b) earning transcript-based graduate credit.

All participants are registered as certificate students upon entry to the Executive Program in January. Participants selecting the option to complete the master's degree in Hospital and Health Services Administration at Ohio State on an accelerated basis will normally be those who can afford to complete an additional minimum of two or three academic quarters on campus.

Participants selecting the option for transcript-based credit will normally be those already actively pursuing a graduate degree elsewhere, and will wish to transfer credits earned at Ohio State to their home graduate program.

Admission Procedures and Requirements

Participants are selected for the Executive Program on the basis of current health care setting work experience, strong letters of recommendation and evidence of successful completion of an undergraduate degree program.

Target Population

Today's health care decision makers who can continue in their professional responsibilities while furthering their education comprise the target population for the program.

TRINITY UNIVERSITY

Ted R. Sparling, Dr. P.H.
Director, Off Campus Programs in Health Administration
715 Stadium Drive
San Antonio, Texas 78284
512-736-8423

Program Title

Individual Study Program in Health Administration/Master of Science

Program Information

In recognition of the need to provide off-campus, non-traditional programs in Health Care Administration designed for the practitioner remaining in his management position, the Department of Health Care Administration, in cooperation with its Center for Professional Development in Health Administration, offers a practice-based Individual Study Program in Health Administration (ISPHA). Since enrollees in this program must have prior management-level experience, this unique experience will be related to the health care setting and its learning opportunities in the further integration of principles and practice of health care administration, utilizing the richness of the health care setting of each enrollee.

Degree Requirements/Learning Mechanism Description

Designed to be completed in four years, program courses are five months in length, with two courses offered during each five-month segment. Each segment begins with a two-day intensive on-campus session followed by four months of home study, supplemented by monthly teleconferencing sessions.

Admission Procedures and Requirements

Individuals presently employed in a health care setting must meet the following criteria in applying for admission to the ISPHA program: (1) demonstrate a "B" or better average and possession of a baccalaureate degree from an accredited institution as evidenced by an official transcript not more than one year old; (2) submission of GRE or GMAT scores taken within five years of the date of application for admission; and (3) either of the following: completion of the non-credit preparatory courses in the Trinity Basic Health Care Certificate Program, or demonstrate at least three years work experience and completion of the following undergraduate level prerequisite courses: statistics, principles of finance, accounting and economics.

The program begins each year in August.

Credit For Experiential And/Or Prior Learning

Trinity University regulations permit transfer of up to 10 semester hours of appropriate graduate credit from an accredited institution, after satisfactory completion of 12 semester hours at Trinity University. An applicant requesting waiver of any prerequisite course for the program must show satisfactory completion of the CLEP on that same subject.

Graduate courses taken at another accredited university will be transferred in accordance with the policies stated in the Trinity University *Graduate Bulletin*. Students may obtain academic credit for from three to ten hours of graduate work on the basis of previous academic preparation and/or successful experiences.

UNIVERSITY OF WASHINGTON—SEATTLE

Malcolm L. Peterson, M.D., Ph.D.
Director, Division of Community Medicine
and Extended M.P.H. Degree Program
Extended M.P.H. Degree Program SC-37
School of Public Health and Community Medicine
Seattle, Washington 98195
206-545-7580

Program Title

Extended M.P.H. Degree Program

Program Information

The School of Public Health and Community Medicine at the University of Washington offers a three-year program of "extension" study leading to the degree of Master of Public Health (M.P.H.). The program is designed to provide advanced knowledge and skills in the planning, organization, and evaluation of health services and the management of public and community health programs to mid-career professionals employed in the field of public health. Building on the basic philosophy, principles, and practices of public health, the program offers a "major" in community health services with a "minor" in health program management.

Degree Requirements/Learning Mechanism Description

Through the Extended M.P.H. Degree Program, the school faculty offers a three-year curriculum of study in public and community health practice by means of a combination of intensive four-week summer sessions (3 summers) on-campus at the University of Washington, directed independent study combined with assignments and intensive on-campus weekend seminars (4–5 each year), independent and group projects, and electives at the University of Washington or in other appropriate institutions.

The program, like its on-campus counterpart, requires sixty-nine quarter-hour credits, nine of which must be thesis credits.

Admission Procedures and Requirements

The program accepts students in the summer quarter only. Deadline for receipt of applications and priority consideration is November 1st. Admission requirements include an undergraduate degree from an accredited university or college, a 3.0 grade point average (major area of study or last two years), Graduate Record Examination scores (within 6 years) for all applicants without a post-graduate degree and those whose post-graduate degree does not include studies in quantitative methods, a minimum of three years experience in a community or public health-related field, and current employment in a health-related agency.

Target Population

The Extended M.P.H. Degree is designed to be an alternative educational opportunity for mid-career public and community health professionals who are not able to take advantage of in-residence programs at the school and who are employed in such organizations as state and local health departments, health systems agencies, neighborhood health centers and community clinics, mental health clinics, long-term care centers, hospitals, and voluntary health agencies.

Credit For Experiential And/Or Prior Learning

A limit of six credits taken prior to acceptance to the program may be approved for transfer provided that they are graduate level courses, are applicable to the student's course of study, did not apply toward another degree, and were taken within six years of the awarding of the M.P.H. degree.

Health Services Administration Education Related Programs†

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†Programs offering degrees in areas related to health administration.

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NORTH TEXAS STATE UNIVERSITY

Cora Martin, Program Director
Eleanor Adams, Academic Programs Coordinator
Center for Studies in Aging
North Texas State University
P.O. Box 13438, NT Station
Denton, Texas 76203
817-565-2765

Program Title

Practitioners' Degree Program

Program Information

The Center for Studies in Aging established its graduate program in 1967 to train people for administrative and planning positions in the field of aging. Within a few years it became evident that this program should be structured to include practitioners who want to pursue a degree without taking extended leave from their positions. The Practitioners' Degree Program was established in 1974 in response to this need.

Students in the Practitioners' Degree Program represent a broad variety of professions, including nursing home administrators, directors and service providers in regional and community agencies, nurses and other allied health professionals. Current students in the practitioners' program reside throughout the United States.

Degree Requirements/Learning Mechanism Description

The curriculum for the practitioners' degree is flexible and is designed individually for each student. Requirements for the degree can be completed in five or fewer years depending on the student's schedule. The internship requirement is waived for students with three or more years of professional experience, and course work or individual study projects are substituted for the internship credit hours.

Students may earn all or part of the forty-five credits required for the degree by attendance at the Summer and Winter Institutes. The Summer Institute is a series of intensive two-week courses which are offered during June and July. The Winter Institute is a one-week program offered in mid-January each year. Up to twelve hours of approved credits may be transferred from another accredited institution and applied to the practitioners' degree.

VI. DOCTORAL PROGRAMS IN HEALTH SERVICES ADMINISTRATION

UNIVERSITY OF ALABAMA—BIRMINGHAM

Jack W. Duncan, Ph.D.
Howard W. Houser, Ph.D. (Acting)
Co-Chairmen Doctor of Philosophy
Administration-Health Services
School of Community and Allied Health
1917 Fifth Avenue South
Birmingham, Alabama 35294
205-934-5661

Program Title

Doctor of Philosophy in Administration-Health Services

Program Information

The Doctor of Philosophy Program in Administration-Health Services is a joint degree program offered by the School of Business and the School of Community and Allied Health, University of Alabama in Birmingham.

The program is for those who wish to pursue the conceptual, philosophical, and applied aspects of administrative processes in the health services. It will provide doctoral level study and research in administration with specific application to health services. Upon graduation, the student will have demonstrated competencies in research, teaching, administration, and consulting in health service organizations and institutions of higher education.

Although there is a required plan of study, the granting of the degree is not based upon any minimum number of courses or credit hours completed. Granting of the degree is based upon the committee's recommendation that the student has demonstrated competence by meeting the requirements in a program of instruction which includes completing a qualifying exam, passing comprehensive exams on major fields of study, receiving approval on a dissertation research proposal, and successfully defending the written dissertation's findings and conclusions.

Admission Procedures and Requirements

An applicant should have a master's degree in a relevant discipline such as health administration, business administration, public health, science, medicine, nursing, public administration, etc., or have completed an undergraduate program with an outstanding record. Prerequisite graduate level courses the applicant should have are: finance and cost accounting, corporate finance, micro-economic theory, two statistics courses, research methods including computer usage, health systems, health organization, epidemiology, and pathology. The applicant should have demonstrated leadership through work experience in the health care field.

All applicants will be reviewed by the policy and admissions committee of graduate faculty from the School of Community and Allied Health and the School of Business. Applicants will be accepted to begin study only in the fall quarter of each academic year. Admission to the Ph.D. program will be determined by a consensus of the committee after examining the applicant's qualifications including an appropriate score on the GRE or GMAT, previous academic records, prior research efforts, desire to pursue doctoral work, and potential contribution to the health services field. Only students who will devote full time to the program of study will be admitted.

Financial Aid

Limited fellowships and traineeship assistance are available to students based upon merit and need. However, these scholarships are made available only after acceptance.

UNIVERSITY OF ALBERTA

Department of Health Services Administration and Community Medicine
Faculty of Medicine
The University of Alberta
13–103 Clinical Sciences Building
University of Alberta
Edmonton, Alberta T6G 2G3
403-432-6407

Program Title

Conjoint Ph.D. Program in Sociology or Educational Administration (Health Care Planning and Evaluation).

Program Information

This program is jointly administered by the Department of Sociology or Educational Administration and the Department of Health Services Administration and Community Medicine. The Ph.D. program is designed to prepare teachers and researchers in health care planning and evaluation by providing an optimal combination of advanced academic and practical experience. Depending on the Ph.D. student's academic and occupational background, the Ph.D. program will require two to three calendar years for completion.

With the Department of Sociology students are required to complete graduate level seminars in philosophy of science, theory construction, research methods, and statistics followed by an additional six courses from sociology and health care tailored to the student's interests. Two sub-areas of specialization are selected by the student and an individualized program of study is followed under the direction of a program committee. Field experience may also be included in the program. Students are examined in the two sub-areas by written papers and oral examination. Following the completion of these examinations a dissertation topic is selected and research conducted under the supervision of a dissertation committee. A final doctoral oral examination is required.

With the Department of Educational Administration students are required to complete fourteen courses and successfully complete a candidacy oral. Each student's program consists of nine required courses in Educational Administration and the Department of Health Services Administration and Community Medicine. Electives available in either Department or in other Departments in the University are tailored to the student's specialization. The student's Program Advisory Committee, Candidacy Oral Committee, Dissertation Supervisory and Examination Committee include faculty from both Educational Administration and Health Services Administration and Community Medicine. As with Sociology, field experience may also be included in the program.

Admission Procedures and Requirements

With the Department of Sociology the student must have fulfilled the basic requirements of a general M.A. program in sociology or an M.H.S.A. program or an equivalent degree. Application should be made to the Faculty of Graduate Studies and Research. Applications will be jointly reviewed by the Associate Chairman of Sociology and the Chairman of the Department of Health Services Administration and Community Medicine.

For the conjoint degree with Educational Administration, students who satisfy the admission requirements of the Faculty of Graduate Studies and Research and who have the approval of the Departments of Educational Administration and Health Services Administration and Community Medicine may pursue this program of study.

Financial Aid

A limited number of W. K. Kellogg Foundation fellowships are available.

BOSTON UNIVERSITY

**Professor Martin P. Charns
Health Management Programs
Boston University School of Management
704 Commonwealth Avenue
Boston, Massachusetts 02215
617-353-2730**

Program Title

Doctor of Business Administration in Organizational Behavior with concentration in Health Care Management

Program Information

The Program combines a doctoral major in Organizational Behavior and a minor in Health Care Management. Curriculum stresses the theories and methods of organizational research applied to the health sector and includes an applied research internship. Students may focus on specific concepts in organizational behavior, such as individual motivation, career development, organizational design or coordination, and develop their application to health organizations.

The program of study is developed individually for each student in consultation with the Organizational Behavior Department in the Graduate School of Management. A dissertation is required. Students receive a D.B.A. degree.

The duration of doctoral work varies with the academic background and rate of progress of each individual. A full-time student without an M.B.A. degree can complete all course requirements, with the exception of the dissertation, in three years. The program is approximately one year shorter for those holding M.B.A. degrees. The program may also be pursued on a part-time basis. All students must complete the D.B.A. requirements within eight years.

Admission Procedures and Requirements

Applicants should have a strong interest in pursuing careers in applied research in the health sector and should possess quantitative and analytical skills. An M.B.A. is not a requirement for admission.

Financial Aid

Full-time students who are U.S. citizens or permanent residents are eligible to receive financial aid. Means of support include scholarships, fellowships and teaching and research assistantships. Awards are based on academic merit and financial need.

UNIVERSITY OF CALIFORNIA—BERKELEY

Joan R. Bloom, Ph.D.
Coordinator of Doctoral Studies,
Health Administration, Planning & Policy
School of Public Health
Earl Warren Hall
Berkeley, California 94720
415-642-9987

Program Title

Doctoral Studies, Health Administration, Planning and Policy

Program Information

The University offers the degree of Doctor of Public Health. This degree is conferred in recognition of the candidate's command of a comprehensive body of knowledge in the field of public health and its related disciplines; an ability to synthesize and integrate this knowledge into meaningful concepts; and an ability to initiate, organize, and pursue the investigation of significant problems in public health. This degree program offers training appropriate for a career in teaching, research, or high-level administration where advanced analytical and conceptual capabilities are required.

For the qualifying examination the student, in consultation with a faculty advisor, selects two fields of study supplemental to the major field of study. One of these fields must be in a department outside the School of Public Health. Subject to the approval of the adviser, it is the responsibility of the student to secure, for each proposed supplemental field, the permission of a faculty member in that area to declare it as a field of study. The five-member Qualifying Examination Committee prepares and conducts the Qualifying Examination, which may be oral or written or both. The examination covers in depth knowledge in the major program area, in supplemental fields basic to the major specialty area, and in research methodology.

After passing the Qualifying Examination, a five-member committee is appointed to determine whether the candidate has met the requirements for the degree. Three members of the committee, one of whom must be from a department other than Public Health, guide the candidate in research and pass judgment on the merits of the dissertation.

Students must meet the Graduate Division residence requirement of two years or six quarters. A student need not be in residence for six consecutive quarters. Two summer sessions are equivalent to one quarter. However, these must be taken consecutively in order to count as one quarter.

Admission Procedures and Requirements

The criteria for admission are: (1) The applicant's undergraduate and graduate record must be of a high level of scholastic achievement and include courses and/or content equivalent to that required for the M.P.H. degree at the University of California, Berkeley. The record should indicate intellectual growth and potential for further graduate study and research. (2) The applicant must have demonstrated the capacity to contribute creatively and significantly and the potential for leadership in his/her area of specialization in the field of public health. (3) The applicant must have demonstrated the capacity to participate in research; this may be substantiated by published writings, opinions of qualified persons, or by other means.

UNIVERSITY OF CALIFORNIA—LOS ANGELES

Shan Cretin, Ph.D.
Division of Health Services
School of Public Health
University of California
Los Angeles, California 90024
213-206-6322

Program Title

Doctoral Program in Public Health

Program Information

The School of Public Health at UCLA offers two doctoral programs: one awarding the Doctor of Public Health and one awarding the Doctor of Philosophy in Public Health.

The Doctor of Public Health program emphasizes the acquisition of (1) an in-depth understanding of the U.S. health services delivery system, and (2) skills and techniques useful in the assessment of health needs, the delivery of health services and the evaluation of health programs. The course of study requires at least 48 units in fields relevant to health services; courses may be chosen from departments throughout the University. A minor field must be selected from a related area, such as organization theory, economics or sociology. Course work and preparation for the written qualifying examination usually requires two full years of study. Completion of the dissertation usually takes an additional two years.

The Ph.D. program differs from the Dr.P.H. degree in its greater emphasis on research methods and in the orientation of the dissertation. The minor field must be in an area (other than Public Health) which currently offers a Ph.D.

Admission Procedures and Requirements

Admission requirements for the doctoral programs include: (1) a master's degree in health services administration or a related field; (2) superior scholastic record at the undergraduate and master's level; (3) a total score of at least 1200 on the GRE verbal and quantitative aptitude tests; and (4) favorable letters of recommendation from faculty or health administrators. Field experience in health services is desirable, particularly in applicants for the Dr.P.H. program.

Financial Aid

Beginning in September 1983, two or three fellowships will be available for Ph.D. students interested in health policy. Awarded through the Rand/UCLA Center for Health Policy Study, these fellowships will cover tuition plus a stipend of $15,000 per year.

UNIVERSITY OF CHICAGO

Ronald Andersen, Ph.D., Director
Graduate Program in Hospital Administration
1101 E. 58th Street
Chicago, Illinois 60637
312-962-7104

Program Title

Doctoral Program in Hospital Administration

Program Information

Chicago was the first school to offer a Ph.D. in business, beginning in 1920. The primary characteristic of the doctoral curriculum is its flexibility. A student may design a program to suit individual research interests and backgrounds. Requirements for candidacy include passing an examination over the basic disciplines (economics, behavioral science, management science, statistics, microeconomics), over one of the fields of application (functional areas—accounting, finance, marketing, etc.), and successfully completing seven courses in two areas of the student's choice. Remaining requirements are presenting an original paper in a workshop, developing and presenting a dissertation proposal, and completing and defending the doctoral thesis. Students entering without the M.B.A. typically require four years of full-time study. Those entering with the M.B.A. probably will require just three full-time years.

Admission Procedures and Requirements

All students must take the GMAT examination and non-English speaking foreign students without two years of study in the U.S. must take the TOEFL examination. Applicants may include examples of their research and writing capabilities as part of their submission; these will be returned following their review. A knowledge of calculus and statistics is essential for many courses, so students deficient in these areas will be obligated to take additional courses. Students normally enter during the autumn quarter, so application should be made no later than January of the year in which admission is sought.

COLUMBIA UNIVERSITY

Stephen Wotman, D.D.S.
Assistant Dean for Academic Affairs
School of Public Health
600 West 168th Street
New York, New York 10032
212-694-3999

Program Information

Programs are available at Columbia University School of Public Health leading to the Doctor of Public Health and the Doctor of Philosophy. They are designed for students who wish to pursue advanced studies in public health fields and have demonstrated capacity for original work. The Dr.P.H. program in the Division of Health Administration offer areas of study in health policy, health planning, operations research, health services administration, assessment and evaluation of health care, institutional direction and management, organization and delivery of health care services and public health practice. Ph.D. degree programs are available in the Sociomedical Sciences in the areas of Political Science, Economics, Sociology, Psychology and Anthropology. The Dr.P.H. programs are administered by the School of Public Health. The Ph.D. programs are part of the Graduate Faculties of Arts and Sciences of the University.

Admission Procedures and Requirements

The doctoral program requires two or more years to complete after the requirements of the master's degree have been met. Students will complete a minimum of 30 credits on the doctoral level. Students must pass a qualifying examination which determines their eligibility to complete the doctoral degree. Completion of the degree includes the formulation and execution of a dissertation in each student's area of interest.

The administration of the degree program is the responsibility of the advisor and of an *ad hoc* doctoral committee chosen to guide the student's progress. This committee conducts the doctoral examination and monitors and approves the candidate's dissertation.

All candidates for the Dr.P.H. degree must have earned the Master of Public Health degree or its equivalent. Applicants admitted with other master's or doctoral degrees are usually required to take a number of predoctoral public health courses. All candidates must identify an area of interest in public health and be recommended by a member of the school faculty with special knowledge in this area to be the candidate's adviser.

Applications for admission to the programs should be completed no later than May 15 of the year in which admission is sought.

CORNELL UNIVERSITY

John McClain, Ph.D.
Director of Doctoral Studies
Sloan Program in Hospital and Health Services Administration
Graduate School of Business and Public Administration
504 Malott Hall
Cornell University
Ithaca, New York 14853
607-256-4186

Program Title

Doctoral Studies, Sloan Program in Hospital and Health Services Administration

Program Information

The Doctoral Training Program in Applied Health Services Research is aimed at the development of individuals qualified to conduct studies of practical significance in the areas of health services policy, planning, administration, and program evaluation. In recognition of the importance of relating educational resources to the specific needs of mature students and the advantages of multiple approaches to the solution of the unusually complex problems found in the health sector, the curriculum does not adhere to a rigid set of requirements but allows for considerable flexibility and scope within the framework of the following guidelines.

In addition to a thorough understanding of the institutional limits conditioning the structure of health services, students are expected to demonstrate competence in at least two academic disciplines and in the use of research methods and analytical techniques commensurate with their professional objectives. The emphasis throughout the program is on the synthesis of theoretical and practical knowledge useful for the solution of significant problems in the health services field. The concept of a comprehensive interdependent system serves as a common orientation in matters of study and research. The importance of a sophisticated understanding of the limitations as well as the powers of formal theory and conventional modes of analysis is also stressed. Students are free to develop expertise in such areas as economics, finance, operations research, organizational theory, sociology, social psychology, political sociology, etc., or some combination thereof.

Admission Procedures and Requirements

Pre-entry specialization is not required and students are selected to reflect a broad mix of backgrounds and interests in order to provide a stimulating intellectual environment and to invite alternative and more imaginative approaches to problem-solving. Students with master's degrees are encouraged to complete the program in three years. (The desired schedule consists of two years of preparatory study and one year of research and writing following entry into the dissertation stage.) Students with a bachelor's degree may also be admitted, but are required to remain in residence for a minimum of four years. Applicants are expected to supply a copy of their scores on either the Admission Test for Graduate Study in Business or the Graduate Record Examination.

Financial Aid

A limited number of teaching assistantships providing tuition and stipends are available along with other awards and loans. Individuals wishing to be considered for financial aid are advised to submit their applications by February 15th. Though admissions normally take effect in September, mid-year admissions are occasionally considered.

UNIVERSITY OF FLORIDA

Director of Graduate Studies
College of Business Administration
Gainesville, Florida 32601
904-392-3578

Program Information

The University of Florida does not offer a doctoral degree specifically in health and hospital administration. However, work may be taken in this area and used as a minor by students enrolled in a program of study leading to a Ph.D. in business administration. Students using health and hospital administration as a minor usually select management as their major or principal field and if they want to do so, can write a dissertation on problems associated with managing health care agencies. The additional course requirements include concentration in economic theory consisting of four graduate courses and a core program requiring mathematics through calculus, two specific graduate courses in statistics, and a graduate course in behavioral science theory.

Admission Procedures and Requirements

Admission is based upon the applicant's undergraduate academic record, graduate academic record if graduate work has been completed, and scores achieved on either the Graduate Management Admission Test or the Graduate Record Examination. Applicants not having undergraduate preparation in business administration will usually be required to take certain courses to make up such deficiencies.

THE GEORGE WASHINGTON UNIVERSITY

Richard F. Southby, Ph.D., Chairman
Department of Health Services Administration
Washington, D.C. 20052
202-676-6220

Program Title

Doctor of Business Administration and Doctor of Public Administration

Program Information

The Doctor of Business Administration (D.B.A.) and Doctor of Public Administration (D.P.A.) programs at the School of Government and Business Administration of The George Washington University are designed to increase the knowledge and to improve the practice of administration. The programs are structured in such a way as to enable students to develop a general philosophy of administration and to obtain the analytical competence necessary for effective practice, teaching, and research.

The programs consist of two major parts: the pre-dissertation stage and the dissertation stage. The total program must be finished in seven years.

The objective of the pre-dissertation stage is to provide the student with the theoretical foundations and practices of the major and supporting fields of study and with a command of the relevant qualitative or quantitative analytical methods. This stage is based on a Study Plan developed by the student in consultation with the major field advisers. The student is urged to be imaginative and innovative and not to confine activities to the classroom. Independent research, publication, consulting, and teaching are but a few of the different activities which may be integral parts of a program of study. There are no specific credit hour requirements for the development of the Study Plan.

The objective of the dissertation stage is to have the student apply theoretical and practical knowledge and analytical methods to the resolution of a research problem. This stage consists of four major activities: (1) development of the proposal; (2) defense of the proposal; (3) execution of the research; (4) approval of the finished research report.

Admission Procedures and Requirements

Individuals of all ages and backgrounds who have the potential for academic excellence and intellectual leadership are sought for the program. Each applicant must submit transcripts, recommendations, test scores, and a letter of intent. This letter, which is a key factor in the selection process, should explain the reasons for seeking a doctorate in the specified major field of study, identify long-range professional objectives, and supply any additional information that the applicant considers important. Each applicant is expected to complete interviews with departmental faculty as part of the application process.

Admission decisions are made by the Committee on Doctoral Studies. Committee members do not use specific cut-off points for grade point averages or test scores. They carefully review academic and personal records and decide on the basis of a comparative evaluation of all applicants.

Financial Aid

Tuition for the entire program is a fixed fee usually paid in 10 installments over a five-year period. The fee for the total program for students entering in the 1982–83 academic year is $15,500.

Currently, the Department has Public Health Service Traineeships for which full-time doctoral students may compete. There are many opportunities for health related employment in the Washington, D.C. area. Courses are scheduled to accommodate students who choose to work full-time or part-time during their doctoral program.

GEORGIA STATE UNIVERSITY

Graduate Office
School of Business Administration
Atlanta, Georgia 30303
or
Institute of Health Administration
University Plaza
Atlanta, Georgia 30303
404-658-2637

Program Title

Doctor of Philosophy (Ph.D.) in Business Administration

Program Information

Health administration is one of twelve elective major areas available in the Ph.D. in Business Administration Program at Georgia State University. The program is intended to prepare students for positions in teaching and research in health administration.

The student must qualify by taking courses and passing preliminary examinations in three major areas: economic theory and analysis, quantitative methods and analysis, and health administration. The student must also qualify in one minor related area by completing a specific number of courses. No qualifying examination is required for the related field of study.

A doctoral student must demonstrate a minimum level of competence in computer programming by examination or through completion of a graduate course in computer languages. In addition, a student must either demonstrate an adequate reading knowledge of one foreign language by means of a qualifying examination or else demonstrate advanced competence in the use of computers by passing an advanced course or taking an advanced qualifying examination.

Admission Procedures and Requirements

The student must have a bachelor's or master's degree from an accredited college or university and must have received a satisfactory score on the admission test for graduate study in business (GMAT).

To receive the degree the student must pass the required course work in the areas indicated above (an individual course of study is planned for each student). It is possible for students to receive the degree in a minimum of three academic years of graduate study beyond the bachelor's degree but usually more time than this is required. The student must also pass the preliminary examinations and must do satisfactory research and write a satisfactory dissertation. A final general oral examination must also be passed after the research and dissertation have been accepted.

For those students who do not have a master's degree in health or hospital administration or a closely related field such as medical care administration, the required course work will usually include all of the required courses for the master of health administration degree, including a nine-month administrative residency. In that case, the student will be awarded the M.H.A. degree along the way toward the Ph.D.

Financial Aid

A limited number of graduate teaching assistantships and research assistantships are available for qualified candidates. Students may also apply for federal training grants on an individual basis. Georgia residents may apply for state scholarship loans which are interest free until the student graduates and which may be paid in kind if the student works in Georgia after graduation.

UNIVERSITY OF IOWA

Samuel Levey, Ph.D., S.M.
Graduate Program in Hospital and
Health Administration & Center for Health Services Research
College of Medicine and Graduate College
S517 Westlawn
Iowa City, Iowa 52242
319-356-2593

Program Information

The doctoral program of the Graduate Program in Hospital and Health Administration provides training to individuals who are preparing for careers in research, teaching, and administration. The academic program has two major objectives: (1) the attainment of substantive knowledge and competence in theory and methods, and (2) the attainment of specialized knowledge in health services management and research. Graduates of this program hold positions in academia, government, and other organizations where the knowledge of health services delivery, management, and research may be applied.

The Center for Health Services Research, the research division of the Graduate Program, fosters a program of research and education in health policy and management.

Admission Procedures and Requirements

Students normally begin the program in the fall semester. Graduate College regulations require all applicants to possess the bachelor's degree from an accredited institution. Furthermore, the master's degree is normally a prerequisite to doctoral work.

All applicants must submit scores from the GRE as part of their application. The doctoral program will consider individuals with a wide range of academic backgrounds. Training in cognate disciplines (sociology, political science, economics, business) and statistics is also desirable.

Financial Aid

Funds for student support come from the College of Medicine, the Graduate College, and from federally supported training grants. Student support also is available from project grants awarded to faculty members from outside agencies and organizations.

Support is awarded in the form of half-time and quarter-time research assistantships, traineeships, and tuition scholarships.

UNIVERSITY OF MASSACHUSETTS

Doctoral Program in Public Health
School of Health Sciences
Division of Public Health
Amherst, Massachusetts 01003
413-545-1312

Program Title

Doctoral Program in Public Health

Program Description

This program accepted its first doctoral students in September 1982. Students with a previous health-related degree or with satisfactory core knowledge in public health may expect to complete this program in three years. Students may select one major concentration area in either biostatistics and epidemiology; environmental health sciences; community health education; or health services administration. In addition to this area, the student will select two minor concentration areas, which may be within the Division of Public Health or in any other department with a Ph.D. program on the campus. At least 21 credits shall be earned in the major area and 9 credits within each minor area. Of the total didactic credit hours (39) earned, at least 6 credits must be taken in the area of research methodology in preparation for the completion of a dissertation.

Admission Procedures and Requirements

Students admitted to this doctoral program will be expected to have knowledge of the basic aspects of public health as a result of their pre-doctoral training, including familiarity with the fields of health administration, epidemiology, biostatistics, and environmental health. This pre-doctoral training should include a master's degree. Students who do not have a master's degree or who have pre-doctoral training in a field related to public health will be expected to satisfy the core requirements during an initial or preliminary phase of their doctoral program.

Financial Aid

Students enrolled in the Ph.D. program will be supported by one of four mechanisms: (1) teaching associates and assistantships; (2) public health service general purpose traineeship grants; (3) faculty research support; (4) public health service scholarships.

UNIVERSITY OF MIAMI

Thomas A. Natiello, Ph.D.
Professor, Management and Health Administration
Director of the Institute for Health Administration and Research
University of Miami
P.O. Box 248024
Coral Gables, Florida 33124
305-284-2622

Program Title

Multidisciplinary University Ph.D. Program in Health Administration

Program Information

The program is designed for the exceptional fellowship quality student, the bringing together of what is offered in two or more disciplines and directing them to research accomplishments. The student is directed by a committee appointed by the Dean of the Graduate School in consultation with the student's health administration adviser. The curriculum, examination, and dissertation requirements must conform to those set forth under general requirements for the Ph.D. degree. Additionally, the course work must have the overall character of an in-depth program.

The student, with an adviser and other faculty members, must submit an individualized program to the Dean of the Graduate School for review and approval by the Graduate Council. The composition of the student's committee and its actions will be reported to the Graduate Council by the Dean of the School.

There will be specialized coursework and project activities in health administration in keeping with the student's development and career objectives. The administration of health is viewed in its broadest sense including an institutional perspective involving hospital administration, ambulatory setting, and free-standing primary care organizations such as clinics, nursing homes, etc.

Multidisciplinary research in the area of health administration is carried on utilizing the disciplines of management, administration, planning, and evaluation of the health care delivery system.

Admission Procedures and Requirements

Fellowship quality students from any discipline who have an interest in health services are eligible for admission into the Ph.D. program. They must submit a research design proposal along with their application. Both the proposal and application must be approved.

Financial Aid

Fellowships are available to enable qualified students to devote all their time to graduate study without the need to seek employment. They include, in addition to University of Miami fellowships, federal fellowships and traineeships whose stipends are fixed by law.

UNIVERSITY OF MICHIGAN

S. E. Berki, Professor and Chairman
Department of Medical Care Organization
School of Public Health
109 Observatory
M3149 Thomas Francis Building
Ann Arbor, Michigan 48109
313-764-5432

Program Title

Interdepartmental Doctoral Program in Health Services Organization and Policy, Departments of Health Planning & Administration, Hospital Administration, Medical Care Organization

Program Information

The Ph.D. Program in Health Services Organization and Policy (HSOP) offers preparation for careers in research, teaching, and policy analysis in the field of health services. The program is concerned with a broad spectrum of health services issues. These range from the balance between equity, efficiency, and socio-political acceptability in forming social policy to technical considerations in the organization, financing, use, and evaluation of personal health services.

Understanding and analysis of technical problems and policy issues require a commitment to scientific inquiry within a rigorous framework. The program considers the appropriate bodies of theory for HSOP to be the social sciences and operations research. Each student specializes in one of the accepted disciplinary fields (economics, political science, sociology, social psychology, and operations research). Applied and integrative instruction as well as the development of health services research skills are offered by the faculties of the three cooperating departments. The typical time for completion of the program is two years of formal instruction (50–66 credit hours of coursework), plus the time required to complete a dissertation.

Three preliminary examinations are required: health services, research methodology, and the application of the social science or operations research specialization selected by the student.

Admission Procedures and Requirements

Applicants for admission to the program must submit an application to the University of Michigan, Rackham School of Graduate Studies. The Graduate Record Examination is required. Applicants should have an undergraduate, and preferably advanced degree, in one of the social or health sciences or in industrial engineering, and preparation in statistics. The necessary application forms may be requested from the HSOP Program administrative assistant at the address above.

Financial Aid

W. K. Kellogg tuition grants are generally available to first year students, with research and teaching assistantships available on a competitive basis in subsequent years. Special support is available for minority students.

UNIVERSITY OF MINNESOTA

Theodor J. Litman, Ph.D.
Coordinator, Doctoral Program in
Hospital & Health Care Administration
Box 97, Mayo Memorial Building
Minneapolis, Minnesota 55455
612-373-8052

Program Title

Doctoral Program in Hospital and Health Care Administration

Program Information

The doctoral program offers in-depth studies in a broad range of topics for those intending to pursue careers in teaching, research, or planning in the field of health care. The program, which is organized within the Graduate School and offered under the aegis of the School of Public Health (through the Programs in Hospital and Health Care Administration), is interdisciplinary in character.

The curriculum is multidisciplinary in nature and is organized around three major content areas: the organization and administration of health care services; the social, political, and economic aspects of health care; and research and statistical methods in health and health care. Where appropriate, additional areas of interest, such as comprehensive health planning, long-term care, public health nursing, and other topics, may be included as well.

While the academic program usually takes 3 years to complete, the period of training may vary depending upon the student's prior training and the nature of the program pursued. In addition to work in the major field, students must complete a supporting program of 24 credits involving one or more related areas, such as business administration, economics, sociology, industrial relations, public administration, or political science. A reading knowledge of one foreign language or working knowledge of one computer language plus at least 9 credits of advanced statistics are required.

A dissertation demonstrating originality and independent research and dealing with a significant problem in the area of health care is required. Upon successful completion of the language requirement and a written and oral preliminary examination, the student may officially be admitted to candidacy by the Graduate School and may begin her or his dissertation under the guidance of a faculty adviser.

Admission Procedures and Requirements

All applicants must have as a minimum a bachelor's degree from an accredited educational institution. Applicants are expected to have demonstrated high scholastic ability as well as potential for independent study and research. An acceptable score (i.e., a raw score of 60 or above) on the Miller Analogies Test is required for admission. In addition, results of the Graduate Record Examination may also be taken into consideration.

While attainment of a master's degree in hospital and health care administration is normally considered to be the first step in the acquisition of the doctoral degree, students with advanced training in such allied fields as business administration, comprehensive planning, public health, nursing, or medicine are encouraged to seek enrollment as well. Graduate work satisfactorily completed prior to admission may be applied for credit where appropriate and in accordance with the requirements of the Graduate School.

Financial Aid

Financial aid is available in the form of grants and loans to support study in the program. A limited amount of traineeship support is provided through grants from the Public Health Service. A number of opportunities for related employment are periodically made available on a competitive basis. These include participation in projects in the University's Center for Health Services Research.

UNIVERSITY OF MISSOURI—COLUMBIA

Graduate Studies in Health Services Management
403 Noyes Building
Columbia, Missouri 65211
314-882-6178

Program Title

Doctoral Studies in Health Services Management

Program Information

Health services administration and planning is offered within the University as a major concentration in several doctoral degree programs including management, industrial engineering, education, and economics. Opportunities to integrate health administration and planning into other University programs also exist. Various faculty members in the program in health services management hold appointments as faculty in the other programs.

Financial Aid

Financial support may be available through various departments. Requests for financial support should be directed to the department granting the degree or to the program in Health Services Management.

UNIVERSITY OF MONTREAL

Andre-Pierre Contandriopoulos, Ph.D.
Responsable du Programme de doctorat en sante communautaire,
Departement d'administration de la sante
Succursale "A"
Montreal, Quebec, H3C 3J7
514-343-6181

Program Title

Training Program in Community Health Research (Ph.D.)

Program Information

This two-year multidisciplinary program is offered jointly by three departments of the Faculte de Medicine: the departments of Health Administration, Social and Preventive Medicine, and Occupational and Environmental Health.

During the first year, the student is expected to attend courses and seminars aimed at specializing or completing specialization in a pertinent field of research in one of the following three areas: environmental health, health sciences administration, and epidemiology. The student must also acquire basic knowledge and skills in one other field. The minimum number of credits to be obtained is nine, but students are generally expected to acquire 15–18 credits. The student is expected to outline a research subject with a thesis director. To further this objective the student is encouraged to attend a multidisciplinary research seminar. During the summer the student will participate actively in one of the department's research activities.

During the second year, the student is expected (a) to prepare and pass a comprehensive exam and (b) to work on the chosen project in order to complete the dissertation and successfully defend it at the end of the second year.

Admission Procedures and Requirements

Students are eligible who have a master's degree or the equivalent in a field relevant to the study of a subject pertaining to community health. Applications will be examined by an admissions committee according to the candidates' qualifications and likelihood of being accepted into the program. A basic knowledge of French is a prerequisite.

Financial Aid

Students will be allowed to work on research projects during their second year of study, for which they will receive a stipend.

NEW YORK UNIVERSITY

Elena Padilla, Ph.D.
Professor and Director of
Doctoral Studies
4 Washington Square North
Room 12
New York, New York 10003
212-598-3133

Program Title

Doctoral Program in Public Administration

Program Information

There are two degree programs which differ by career objectives rather than in substance. The Doctor of Philosophy is offered by the Department of Public Administration at the Graduate School of Arts and Science and the Doctor of Public Administration by the Graduate School of Public Administration. While the Ph.D. is for preparing research scholars for college and university careers and for independent research in public policy-related areas in government and in not-for-profit organizations, the D.P.A. is to enable experienced administrators to increase the depth of their knowledge and skills in management and analysis for a wider range of higher level managerial positions. The curriculum for both degrees includes 72 points in academic work, qualifying and comprehensive examinations in three fields (one of which may be health administration), a dissertation based on original research which may be on a health topic, and an oral defense. Programs of study are planned with a faculty adviser and consider the student's prior background and career interests. While full-time students may complete their degrees in 3–4 years, part-time, employed students take from 6–8 years.

Admission Procedures and Requirements

A master's degree from an accredited university directly related to the areas of the programs, a minimum 3.5 average in graduate school and 1000 GRE, and three letters of recommendation are required. For application and further information, write or call the Doctoral Program coordinator.

Financial Aid

Fellowships, scholarships, tuition remission, and graduate assistantships are available based on merit and need. Loans, work-study positions and employment services are available through the Office of Student Services and the University Placement Office. Applications for all types of financial aid should be requested at the same time as applications for admission.

UNIVERSITY OF NORTH CAROLINA—CHAPEL HILL

Sagar C. Jain, Ph.D., Professor and Chairman
Department of Health Policy and Administration
263 Rosenau Hall 201-H
School of Public Health
Chapel Hill, North Carolina 27514
919-966-4091

Program Title

Doctoral Programs in Health Policy and Administration

Program Information

The program offers two tracks in its doctoral program. The Ph.D. track is designed to prepare candidates for faculty positions in professional education programs and as researchers. The Dr.P.H. track is designed for preparing senior administrators and analysts in health and human service agencies.

A minimum of two years in full-time residency is required for both degrees. The Ph.D. curriculum centers around the following four areas of study: health services, administrative/organizational theory and methods, a supportive/minor area of study, and research methodology. A supportive/minor area of study provides disciplinary and methodological orientation applicable to further understanding of health services.

The Dr.P.H. curriculum centers around advanced study in health services, administrative/organizational theory and methods, and a collateral area of study. The collateral area provides a problem rather than a disciplinary focus. Examples of collateral areas are policy analysis, planning and evaluation, or more programmatic areas of medical care, hospital or population policy, and program management. The emphasis here is to provide the student with sufficient flexibility to select from an array of relevant disciplines thereby enhancing the student's understanding of a particular problem area.

Admission Procedures and Requirements

Both Ph.D. and Dr.P.H. tracks require a master's degree from an accredited college or university with at least 12 months of successful experience in a health service setting, e.g., health planning agency, medical center, or a master's degree in public health or an equivalent degree. Students with equivalent degrees (e.g., M.S.W., M.P.A., M.B.A.) must complete the M.P.H. equivalency either prior to admission or after entering the program. The M.P.H. equivalency consists of course work in biostatistics, epidemiology, and environmental health, as well as three courses in the Department of Health Policy and Administration.

In addition, students entering the program are expected to have completed graduate level courses in the following areas: one year of graduate statistics; one semester of graduate level research methodology; and one semester of intermediate microeconomics. Students are requested to take their GREs and submit all necessary forms including letters of reference prior to February 1st of the year requesting admission.

Each doctoral student must prepare and successfully defend a dissertation based on original research which is of a scholarly standard and which makes a significant contribution to the knowledge in the field of health policy and administration.

Financial Aid

A limited number of non-service awards are available. These are usually given to second and third year students. In addition, the department attempts to involve doctoral students through graduate assistantships in ongoing research projects, technical assistance activities, and continuing educational programs sponsored by the department.

THE OHIO STATE UNIVERSITY

Graduate School, Admissions Office
112 Administration Building
Columbus, Ohio, 43210
614-422-6031

Program Information

Doctoral studies in health care administration/policy analysis at The Ohio State University are offered by several departments and colleges within the University. Students in these alternative doctoral programs have the opportunity to design course work around the dissertation with special emphasis on health care administration and policy analysis. The faculty of the Graduate Program in Hospital and Health Services Administration serve on doctoral committees and as advisers. Courses completed in the Graduate Program in Hospital and Health Services Administration may be applied to the completion of requirements for the doctoral degree.

Doctoral programs in the following academic units have opportunities for special emphasis in health care administration and policy analysis: Department of Preventive Medicine, College of Administrative Science, School of Public Administration, College of Education, and Department of Economics. Other academic units may also have opportunities, and inquiries should be sent directly to those units. The Ph.D. degree is awarded by the Graduate School of the University.

Inquiries about course requirements and other doctoral program policies should be directed to the chairperson of each academic unit listed above.

UNIVERSITY OF OKLAHOMA

Ivan R. Hanson, Ph.D.
Assistant Dean
College of Public Health
University of Oklahoma Health Sciences Center
P.O. Box 26901
Oklahoma City, Oklahoma 73190
405-271-2114

Program Title

Doctoral Programs in Health Administration

Program Information

The Department of Health Administration offers doctoral study leading to the Ph.D. and Dr.P.H. degrees. Completion of 96 semester hours is required in order to complete degree requirements.

Admission Procedures and Requirements

Minimum admission requirements for the doctoral program include: possession of a master's degree, acceptable Graduate Record Examination scores and career goals which are compatible with the department's interests. Doctoral students must carry full time course loads and identify a faculty adviser in the desired area of study.

UNIVERSITY OF PENNSYLVANIA

Director of the Graduate Program in Health Care
University of Pennsylvania
3641 Locust Walk-CE
Philadelphia, Pennsylvania 19104
215-898-6861

Program Information

There are numerous opportunities for students to pursue the Ph.D. with a concentration in health care at the University of Pennsylvania, principally through the Wharton School Doctoral Programs or the Faculty of Arts and Sciences. In rare circumstances, a student could enroll through the College of Engineering and Applied Science, the Graduate School of Education, the Graduate School of Fine Arts, the School of Public and Urban Policy or the Annenberg School of Communications.

The Health Care Systems Department at the Wharton School provides multidisciplinary resources in the health care field. The department is affiliated with the Leonard Davis Institute of Health Economics and the National Health Care Management Center.

The Leonard Davis Institute of Economics was founded in 1967 in response to the challenge before the nation to deliver and finance medical care for the entire populace in an effective and economic manner. The Institute undertakes this formidable mission by assembling the intellectual resources of many University academic departments. These individuals join together to conduct research, to offer instructional programs, and to engage in other activities, generally related to the economic, social, and management aspects of health care delivery.

The National Health Care Management Center, established in 1976 at the Leonard Davis Institute under a grant from the National Center for Health Services Research, DHEW, is an interdisciplinary center for research, advanced education, and technical assistance in the area of health care management. It is one of eight centers established nationally by legislation designed to improve the quality, quantity, and relevance of health services research in the U.S.

Financial Aid

For specific information about admissions and financial aid for the Wharton Doctoral Programs, contact: Director of Wharton Doctoral Programs, the Wharton School, University of Pennsylvania, 201 Vance Hall-CS, Philadelphia, Pennsylvania 19104. Phone: 215/898-4877.

For further information about admissions and financial aid for the Graduate Groups in the Faculty of Arts and Sciences, contact: Associate Dean for Graduate Studies, Faculty of Arts and Sciences, University of Pennsylvania, 16 College Hall-CO, Philadelphia, Pennsylvania 19104. Phone: 215/898-7156.

PENNSYLVANIA STATE UNIVERSITY

Stanley P. Mayers, Jr., M.D.
Professor and Program Head
Health Planning and Administration
115 Henderson Human Development Building
University Park, Pennsylvania 16802
814-863-2859

Program Title

Graduate Studies in Health Planning and Administration
Graduate Program in Community Systems Planning and Development

Program Information

The objectives of the Ph.D. program in the Health Planning and Administration emphasis of the Graduate Program in Community Systems Planning and Development are to prepare graduates with a clear understanding of the conceptual framework of community systems and a strong capacity to integrate diverse theories of the health system for careers in senior administrative positions, research, or university teaching. The curriculum consists of core courses in community systems and sequences of courses in health planning and administration, statistics, research methods, and others as determined by the student's plan of study as worked out with a doctoral committee of faculty members. The actual sequence of courses is determined by the area of specialty pursued by the student.

The program is not structured around a rigid sequence of courses but recognizes competency areas in which students must demonstrate satisfactory levels of performance. Previous academic and professional experience may be sufficient to develop competency in some areas. Students may also elect alternatives to course work as a means for developing competency.

The length of study is variable depending on student background and interests. The coursework can usually be completed in two years. The thesis research and writing can be completed in a third year but sometimes requires longer. The degree earned is the Ph.D. in Community Systems Planning and Development. This program is an interdisciplinary program which includes faculty from a number of departments in the College of Human Development.

Admission Procedures and Requirements

Applicants to the Ph.D. program should have a sound educational background with evidence of superior academic performance. Previous work experience in health services is also strongly recommended. Successful completion of a master's degree program is normally required for admission as a doctoral candidate.

All applications are reviewed by a faculty admissions committee and some applicants may be required to have a personal interview. Students are admitted primarily in the fall term although mid-year admissions can be granted.

Financial Aid

Financial assistance is provided through the University and through the program. Types of aid include University fellowships, minority student fellowships, teaching and research assistantships, tuition grant-in-aid, and work study. The program attempts to arrange financial aid for all students who require it, but cannot guarantee support.

UNIVERSITY OF PITTSBURGH

Gordon K. MacLeod, M.D.
Professor and Chairman
Department of Health Services Administration
Graduate School of Public Health
A620 Crabtree Hall
Pittsburgh, Pennsylvania 15261
412-624-2134

Program Information

Degree programs leading to the Doctor of Public Health and the Doctor of Science (Hygiene), as defined by the School, are administered within the Department of Health Services Administration of the Graduate School of Public Health.

Students in the Doctor of Public Health and the Doctor of Science (Hygiene) sequences take courses and qualifying examinations in health policy process and health policy analysis (research methods and statistics) (year 1). In the second year of doctoral study, students take additional courses in a specialized area in health policy analysis. In addition, they develop a paper of monograph length from a health services research project. The monograph is defended orally as the basis for the comprehensive examination. The third year of doctoral study is devoted to dissertation research. Students who enter these tracks have normally completed the core courses in public health prior to beginning a doctoral study. Students can enter this sequence having completed a master's degree in another health related discipline, but these students must take the core courses in public health during the first year of doctoral study.

Students are expected to achieve proficiency in the major doctoral core areas, in research methods and in policy analysis. The Department of Health Services Administration combines the expertise of several University professional schools and academic programs in preparing students to participate in the formulation of health policy, to plan and administer health programs and to conduct health services research.

Admission Procedures and Requirements

(1) Doctor of Public Health: master's degree in public health or health related profession and work experience which would provide a basis for determining leadership potential in health services administration. (2) Doctor of Science (Hygiene): master's degree in an academic discipline related to health services research (e.g., health evaluation research, biostatistics, epidemiology, or health operations research).

SAINT LOUIS UNIVERSITY

Fredric D. Wolinsky, Ph.D., Director
Doctoral Program in Health Services Research
3525 Caroline Street
St. Louis, Missouri 63104
314-773-3295

Program Title

Doctoral Program in Health Services Research

Program Description

The mission of the doctoral program is to provide graduate teaching and research of the highest quality. Specifically, the doctoral program is designed to prepare candidates for the Ph.D. in Health Services Research in an interdisciplinary fashion for careers in teaching and research in the health services field. The program's intent is to allow for a broad diversity in the institutional settings in which those careers will occur, such as academic health services programs, management and research consulting firms, and senior level administrative and planning positions in hospitals and other health care organizations.

The doctoral program requires a minimum of 72 semester hours of coursework beyond the bachelor's degree, of which at least 36 graduate semester hours must be taken in residence at St. Louis University. Candidates for the degree must complete an integrated set of courses in each of five fields of study. Four of these fields of study, those of health care organization, health administration, health planning, and research methodology are taken by all students in the program. The fifth field of study is chosen by the student in collaboration with the faculty, and serves as a collateral field to broaden and strengthen the particular skills and knowledge that an individual student will need based on his or her career aspirations. Business programs, as well as those in public policy and administration, nursing and the social and behavioral sciences are possible fifth fields of study.

Upon completion of the coursework involved in each of the five fields of study, each student must pass both written and oral comprehensive examinations in all five fields. Upon successfully completing the oral comprehensive examination, the student will submit a proposal for the dissertation, conduct the proposed research, and complete and defend the doctoral dissertation. The dissertation is expected to make a significant and original contribution to the health services research field.

Admission Procedures and Requirements

Admission to the program is based on grade point average (GPA) and the percentile scores of the verbal and quantitative portions of either the Graduate Record Examination (GRE) or the Graduate Management Admission Test (GMAT). Admission is also based upon three letters of reference, the professional essay, and where possible, an in-person interview.

Applications are considered at all times during the academic year. While there are no application or admission deadlines, admission to the fall semester is logistically preferable.

Financial Aid

At the present time there are no permanent sources of support for either tuition remission or student stipends. However, a variety of resources and methods are available. Typically, these involve the assistance of the doctoral program in helping the student obtain part-time employment in a professional setting in the St. Louis metropolitan area, based on the student's prior training and experiences. Additional support from research grants and contract funds are also periodically available. University funds are occasionally available for partial tuition remission as well as for modest stipends for advanced students assisting in teaching the foundation and survey courses.

UNIVERSITY OF SOUTHERN CALIFORNIA

**Robert C. Myrtle
Director, Graduate Program in Health Services Administration
663 West 34th Street
Bruce Hall 401
Los Angeles, California 90089-0662
213-743-7600**

Program Title

Graduate Programs in Health Services Administration/Doctoral Qualifications

Program Information

The School of Public Administration offers two doctoral degrees: Doctor of Philosophy (Ph.D.) awarded by the Graduate School and Doctor of Public Administration (D.P.A.). The process for each doctoral student is ordinarily as follows: (1) admission to graduate standing through the University Office of Admission, (2) satisfactory completion of preliminary course work including P.A. 600, (3) screening by the School of Public Administration Screening Committee, (4) selection of a guidance committee to assist the doctoral student in developing a program, (5) completion of the preliminary requirements, (6) completion of courses as recommended by the guidance committee, (7) qualifying procedures, (8) preparation of dissertation project, and (9) oral defense of the dissertation or project.

The Ph.D. degree is designed to emphasize preparation of individuals capable of university-level teaching and research. The degree program stresses study and research of administrative and governmental problems. The objective is the preparation of qualified academic leaders who in turn will help in the development of professional leadership in public affairs.

The Doctor of Public Administration (D.P.A.) degree program is intended to develop a high level of competence in practicing public administrators. The program stresses development of management concepts, analytical, policy, and administrative skills, active participation in design and execution of management procedures, and development of the student's competence for public leadership.

Admission Procedures and Requirements

Admission to graduate standing for either doctoral degree in the School of Public Administration is recommended by the School's Admission Committee acting under guidelines established by the Graduate School for the Ph.D. degree. Both degrees stress the need to demonstrate academic competence and potential. In addition, applications for the D.P.A. degree must provide evidence of substantial practical administrative experience.

When the Application for Admission and Graduate Record Examination scores are sent to the USC Office of Admissions, the following should be sent to the School of Public Administration: (1) three letters of recommendation, ordinarily including two from academic references, (2) a 1,000-word world view essay in which the student states a world view and integrates personal, education, and professional goals; and (3) current resume. In some situations, an oral interview may also be requested by the school.

Financial Aid

The student aid program of the University includes scholarships, fellowships, loan counseling, and part-time employment. In addition, the School of Public Administration offers graduate partial tuition awards, teaching assistantships, and the SCAPA PRAETORS (Alumni Support Group) award to entering students. The program is administered by the Director of Financial Aid, Student Administrative Services Building, Room 316. Entering students and enrolled students in good standing may apply for one or more kinds of aid, depending on need and qualifications.

TEMPLE UNIVERSITY

David B. Smith, Ph.D., Chairman
Department of Health Administration
School of Business Administration
Philadelphia, Pennsylvania, 19122.
215-787-8468

Program Information

The Department of Health Administration offers doctoral level training for students interested in careers in college and university teaching as well as administrative opportunities with a variety of health care organizations and governmental agencies. The program leads to a Ph.D. in business administration with a major area of concentration in health administration.

An individual who completes the doctoral program is expected to have achieved the following: (1) an understanding of the practices, concepts, and theories of decision-making, administration, and organizational behavior, (2) the ability to conduct research, (3) a thorough grasp of economic and social processes as they relate to organizations and enterprises, as well as the consequences of these operations on human and social welfare, (4) an understanding of the relationships between the field of health administration and the broader area of business administration, and (5) an in-depth knowledge of the field of health administration.

In order to accomplish the aforementioned objectives, no student's education will be rigidly defined or tightly packaged. Each candidate will seek an area in which to develop expertise (e.g., medical care organization, health economics, medical sociology) but will also be expected to be knowledgeable in a variety of other areas and will be encouraged to develop this expertise in a manner that crosses conventional disciplinary lines. In addition, each student's education will be research oriented.

Admission Procedures and Requirements

To earn the Ph.D. degree, students must (1) have exposure to core areas of business administration, (2) demonstrate competency in five advanced academic areas, (3) fulfill a residency requirement, and (4) submit a suitable doctoral dissertation.

The five areas of academic competency will include: (1) economic analysis, (2) administrative theory and behavioral science, (3) research methodology, (4) health administration, and (5) a minor area which is selected by the student.

Written candidacy examinations must be passed in health administration, economic analysis, and administrative theory and behavioral science. Competency may be demonstrated in research methodology and for the minor field by either a written examination or a series of three or more courses.

TULANE UNIVERSITY

Gaylord Cummins, Ph.D.
Chairman, Department of Health Systems Management
School of Public Health and Tropical Medicine
1430 Tulane Avenue
New Orleans, Louisiana 70112
504-588-5428

Program Title

Dr.P.H. in Health Systems Management in the School of Public Health and Tropical Medicine

Program Information

Tulane offers the Doctor of Public Health degree in Health Systems Management. The program is intended to prepare students for teaching and applied research in problems of health care delivery and is appropriate for students who expect to pursue careers in teaching, research, consulting, policy analysis, or management. The Dr.P.H. at Tulane is an individually designed program. Areas of specialization are selected with the advice of faculty to maximize utility to the student based on his/her career goals.

Students learn and apply disciplines such as policy analysis, economics, finance, operations research, law, the behavioral sciences, and statistics to health related problems.

Using these disciplines, the doctoral student in Health Systems Management learns how to find solutions to managerial problems in health care delivery at both the organizational and public policy levels.

To earn the Dr.P.H., a student must: (1) complete required and elective courses in health-related areas (typically 1 year of course work past the master's level), (2) pass qualifying examinations and (3) complete research resulting in a satisfactory dissertation with results suitable for publication in the literature concerned with health systems management.

Admission Procedures and Requirements

To be admitted to the program an applicant must have earned a master's degree or the equivalent; however, applicants without this may be admitted as special students in order to obtain it.

The department seeks students who show promise of professional development. It utilizes aptitude scores on the Graduate Record Examination or Graduate Management Admission Test, past academic performance, letters of recommendation, a sample of written work and interviews in judging this promise.

Financial Aid

Financial support is available in limited amounts through traineeships and subsidized loans. Teaching and research assistantships are also available.

MEDICAL COLLEGE OF VIRGINIA/ VIRGINIA COMMONWEALTH UNIVERSITY

Dr. Thomas T. Wan, Director
Ph.D. Program
Department of Health Administration
School of Allied Health Professions
Box 203, MCV Station
Richmond, Virginia 23298
804-786-0719

Program Title

Doctoral Studies in Health Services Organization and Research

Program Information

The Ph.D. program in Health Services Organization and Research is designed to prepare individuals to fill positions as faculty members in a variety of health-related graduate and undergraduate programs, researchers and policy analysts, and first-line management staff in complex health institutions. The program has a primary focus on strategic management and planning of health institutions with extensive coursework relating to (1) health services research, (2) administrative behavior in health institutions, and (3) a student's cognate area of study. Students are prepared to apply scientific knowledge and quantitative research methods to the study and analysis of problems pertaining to organizational design and assessment, management systems, and health care policy. The Ph.D. degree is awarded after a student successfully completes a minimum of 60 semester hours of coursework, passes a preliminary examination, and writes a doctoral dissertation. All required coursework can be completed in four semesters and two summers, if taken as a full-time student.

Because of its location in a major health sciences center, the program has established linkages with health-related disciplines in the health sciences center and with other graduate programs on campus. Such linkages will enable students to prepare sound curricula for their doctoral work and further develop specialty areas in health services research combining one of the following applied management fields: long-term care administration, hospital administration, nursing administration, mental health administration, pharmacy administration, and business administration.

Admission Procedures and Requirements

Admission to the program is limited, competitive, and open to students with clear career goals in health services administration and research. Basic requirements for admission include the following: (1) graduate level degree in an academic or professional field with a grade point average of B or higher; (2) completion of advanced level courses in statistics and economics or equivalent coursework; (3) a minimum score of 550 on Verbal and 600 on Quantitative tests of the Graduate Record Examination; (4) submission of transcripts and application forms; (5) three letters of recommendation; and (6) a personal interview with members of the Admission Committee. Foreign students should submit scores from the Test of English as a Foreign Language. Applicants for full-time study beginning in the fall semester of each academic year are preferred.

Financial Aid

Graduate assistantships are available with beginning stipends of at least $5,000 plus all tuition. Students with assistantships are expected to pursue full-time study. These awards are made primarily on the basis of merit. Financial aid from a work-study program can be arranged.

UNIVERSITY OF WASHINGTON—SEATTLE

Director, Doctoral Studies
Department of Health Services, SC-37
Seattle, Washington 98195
206-543-8866

Program Information

The Department of Health Services at the University of Washington is located in the School of Public Health and Community Medicine. The Department believes in a basic discipline approach to doctoral training and thus offers a five-course area of concentration for doctoral students from basic disciplines throughout the school and university. The five-course sequence is individually tailored to meet each student's background and interests in health services research. This sequence is followed by a comprehensive exam and a dissertation on a health-related topic. Upon successful completion of the above requirements as well as the requirements in the basic discipline, the student is awarded the Ph.D. from the relevant basic discipline department.

Admission Procedures and Requirements

Students who are interested in this basic discipline approach to health services research training are encouraged to write the following people for further information regarding admission criteria, curriculum organization, and financial support possibilities. In the letter, the student should mention his or her interest in health services as one area of concentration.

ECONOMICS, Robert Halvorson, Ph.D., Associate Professor, Graduate Advisor, DK-30

SOCIOLOGY, Karen Cook, Ph.D., Associate Professor, Department of Sociology, DK-41

BUSINESS, David A. Lopez, Ph.D., Associate Professor, Director, Doctoral Program, DJ-10

PSYCHOLOGY, Richard M. Rose, Ph.D., Associate Professor, Department of Psychology, NI-25

EPIDEMIOLOGY, Noel S. Weiss, M.D., Professor, Graduate Program Advisor, SC-36

BIOSTATISTICS, Richard Kronmal, Ph.D., Professor, Chairman, Biomathematics Group, SC-32

GEOGRAPHY, Richard Morrill, Ph.D., Professor and Chairman, DP-10

Financial Aid

Financial assistance is not available through the Department of Health Services but opportunities may exist in a student's "home" department.

UNIVERSITY OF WISCONSIN—MADISON

Rockwell Schulz, Ph.D.
Director, Health Services Administration Program
1225 Observatory Drive
Madison, Wisconsin 53706
608-263-4885

Program Information

The University offers a Ph.D. in Business with a concentration in Health Services Administration. Cooperation among the School of Business, the Department of Preventive Medicine, and the various programs in health services administration make this offering possible. The program is individualized under the direction of a committee of faculty members from the various units and a course of study is developed for the student to be approved by the Graduate School. The program is designed for students who plan a teaching and research career in health services administration. Before being admitted as a candidate for a Ph.D. (i.e., completion of course work in preparation for the preliminary Ph.D. examination), students must demonstrate proficiency in the courses required of master's of health services administration students. In addition, they must have in-depth knowledge in a specific field, e.g., accounting, organization and management, health economics, systems engineering, or medical sociology in order to teach such subjects at a major university at graduate school level. It is assumed that these students will then build upon their prior experience to prepare themselves to apply knowledge from a broad scope of fields to teaching and research in health services administration. All students must have a strong educational foundation in research methodology and analysis. A dissertation with original research is required for the awarding of the Ph.D. degree. Length of study will vary according to the individual's progress, but will likely be at least 30 months.

Students must enroll in a regular School of Business or some other department's program the first semester.

Admission Procedures and Requirements

Students selected for the Ph.D. program should have approximately a 3.5 undergraduate grade point average or higher. A personal interview is required as is the Graduate Record Examination or Graduate Management Aptitude Test and at least three references. All of these will be considered before accepting the student. Teaching and research assistantships are available for financial aid. Other opportunities are also available for financial aid.

YALE UNIVERSITY

Colin White
Director of Graduate Studies
℅ Registrar's Office
Department of Epidemiology and Public Health
School of Medicine
60 College Street
P.O. Box 3333
New Haven, Connecticut 06510
203-785-2844.

Program Information

Students interested in health services may apply to one of two doctoral programs at Yale University. One leads to the Doctor of Public Health degree (Dr.P.H.) awarded by the School of Medicine and the other to the Doctor of Philosophy degree (Ph.D.) awarded by the Graduate School; both programs are administered through the Department of Epidemiology and Public Health. The Doctor of Public Health Program provides health service practitioners with the opportunity to master evaluation and operational research methods through formal course work and by using the methods in conducting applied research. The basic aim of the Doctor of Philosophy Program is to provide a firm foundation for teaching and research in health services. The former is designed primarily for those who seek careers in the planning, administration, or evaluation of health institutions or programs whereas the latter is intended for those who seek careers in teaching and research.

A minimum of three full-time academic years in residence is required for each degree. A maximum of one year of residence credit may be given for previous related graduate study; such credit may be granted only after the student has been enrolled for two full terms.

Courses are taken in such areas as biometry, epidemiology, and health services administration plus relevant courses in other departments or schools such as administrative science, economics, law, political science, and sociology.

Admission Procedures and Requirements

To qualify for admission to the Dr.P.H. program the applicant must have completed a master's degree in public health or must have had equivalent education such as in an M.S. program at a School of Public Health. Subsequent to this degree the applicant must have had practical experience in public health with responsibility for program development or execution. The department requires the Graduate Record Examination Aptitude Tests of all applicants to both programs.

Financial Aid

Applicants seeking financial aid should contact the Director of Graduate Studies identified below.

Health Services Administration Education Related Programs†

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†Programs offering degrees in areas related to health administration.

NORTH TEXAS STATE UNIVERSITY

Dr. Henry Hays
Associate Dean
College of Business Administration
Denton, Texas, 76203
817-565-3034

Program Title

Doctor of Philosophy in Business Administration with Minor in Long-Term Care Administration

Program Information

This program of advanced study is designed to prepare students of outstanding ability for careers in college and university teaching and as professional managers and researchers in long-term care and other social enterprises.

The doctoral student must select three fields of study as follows: (1) a major field in the College of Business Administration from accounting, finance, management (organization theory and policy, personnel and industrial relations, production and operations management or management science), marketing, or quantitative analysis; (2) a supporting field in the College of Business Administration from accounting, finance management (general management or personnel and industrial relations), marketing, or quantitative analysis; and (3) a minor field in long-term care administration.

Course requirements are suited to the career plans and background of the student. Competence achieved, rather than specific number of hours completed, is the prime criterion. However, a minimum of 60 hours of graduate credit beyond the master's degree or 90 hours of graduate credit beyond the bachelor's degree must be earned. Each candidate must submit a dissertation in completion of degree requirements.

Admission Procedures and Requirements

Students may enter the doctoral program at the beginning of any semester or summer session, following completion of the basic admission requirements for the graduate school and acceptance into the Ph.D. program in Business Administration.

The principle criteria for admission are grade point average, GMAT test scores, and recommendations by former professors.

Financial Aid

A limited number of teaching fellowships are available during the fall and spring semesters. Remuneration depends upon qualifications of the graduate student and the nature of the assignment. A small number of non-teaching fellowships are available to qualified students. In addition, promising candidates may obtain research assistantships during their doctoral study. Remuneration depends upon qualifications of the graduate student and the nature of the assignment.

The State of Texas awards several scholarships for study at the doctoral level to students at North Texas State University.

UNIVERSITY OF WISCONSIN—MADISON

James Bower, Ph.D.
Director, Health Care Fiscal Management Program
Graduate School of Business
1155 Observatory Drive
Madison, Wisconsin 53706
608-262-0891

Program Information

The University offers a Ph.D. in Business with a concentration in Health Care Fiscal Management. Cooperation among the School of Business, the Department of Preventive Medicine, and the various programs in health services administration make this offering possible. The program is individualized under the direction of a committee of faculty members from the various units and a course of study is developed for the student to be approved by the Graduate School. The program is designed for students who plan a teaching and research career in health services administration. Before being admitted as a candidate for a Ph.D. (i.e., completion of course work in preparation for the preliminary Ph.D. examination), students must demonstrate proficiency in the courses required of master's of health services administration students. In addition, they must have in-depth knowledge in a specific field, e.g., accounting, organization and management, health economics, systems engineering, or medical sociology in order to teach such subjects at a major university at graduate school level. It is assumed that these students will then build upon their prior experience to prepare themselves to apply knowledge from a broad scope of fields to teaching and research in health services administration. All students must have a strong educational foundation in research methodology and analysis. A dissertation with original research is required for the awarding of the Ph.D. degree. Length of study will vary according to the individual's progress, but will likely be at least 30 months.

Students must enroll in a regular School of Business or some other department's program the first semester.

Admission Procedures and Requirements

Students selected for the Ph.D. program should have approximately a 3.5 undergraduate grade point average or higher. A personal interview is required as is the Graduate Record Examination or Graduate Management Aptitude Test and at least three references. All of these will be considered before accepting the student. Teaching and research assistantships are available for financial aid. Other opportunities are also available for financial aid.

APPENDICES

APPENDIX A
NEW ENTRANTS AND DEGREES GRANTED BY BACCALAUREATE HEALTH ADMINISTRATION AND RELATED EDUCATIONAL PROGRAMS[1]

Universities and Degrees	New Entrants Academic Year 1981–82 M	New Entrants Academic Year 1981–82 F	Number of Degrees Academic Year 1980–81
CANADA			
CANADIAN SCHOOL OF MANAGEMENT			
Bachelor of Administration (Health Services)	35	50	20
UNITED STATES			
APPALACHIAN STATE UNIVERSITY			
Bachelor of Science in Business Administration	12	8	N/A
CALIFORNIA STATE UNIVERSITY—NORTHRIDGE			
Bachelor of Science	14	12	30
CALIFORNIA STATE COLLEGE—SAN BERNARDINO			
Bachelor of Science	3	8	2
UNIVERSITY OF CINCINNATI†			
Bachelor of Science	13	22	21
CONCORDIA COLLEGE†			
Bachelor of Arts in Business Administration	17	9	26
EASTERN MICHIGAN UNIVERSITY			
Bachelor of Science	8	27	N/A
GOLDEN GATE UNIVERSITY			
Bachelor of Science in Health Services Management	N/A	N/A	N/A
GOVERNORS STATE UNIVERSITY			
Bachelor of Health Sciences	5	22	7
HERBERT H. LEHMAN COLLEGE†			
Bachelor of Science	15	65	18
ITHACA COLLEGE†			
Bachelor of Science	5	11	N/A
UNIVERSITY OF KANSAS—KANSAS CITY			
Bachelor of Science in Allied Health	3	4	N/A
UNIVERSITY OF KENTUCKY			
Bachelor of Health Sciences	N/A	N/A	N/A
LASALLE COLLEGE			
Bachelor of Arts			
Bachelor of Science in Business Administration	N/A	N/A	N/A
UNIVERSITY OF LAVERNE			
Bachelor of Science	4	8	8
UNIVERSITY OF LOWELL†			
Bachelor of Science	N/A	N/A	14
MEHARRY MEDICAL COLLEGE†			
Bachelor of Arts in Health Care Administration and Planning	2	9	29
Bachelor of Science			
METROPOLITAN STATE COLLEGE†			
Bachelor of Science in Health Care Management	20	30	N/A
UNIVERSITY OF MISSOURI—COLUMBIA			
Bachelor of Health Sciences	5	25	N/A
UNIVERSITY OF NEW HAMPSHIRE†			
Bachelor of Science in Health Administration and Planning	8	28	35
PARK COLLEGE-SCHOOL FOR COMMUNITY EDUCATION			
Bachelor of Science in Management/Health Care	N/A	N/A	N/A

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[1] M = male, F = female; aggregate student data displayed for programs offering multiple degrees.
†Full AUPHA Member.

Universities and Degrees	New Entrants Academic Year 1981–82 M	F	Number of Degrees Academic Year 1980–81
PENNSYLVANIA STATE UNIVERSITY†			
Bachelor of Science in Health Planning and Administration	40	60	139
PROVIDENCE COLLEGE†			
Bachelor of Science in Health Services Administration	8	16	45
QUINNIPIAC COLLEGE†			
Bachelor of Science in Health Services Administration	N/A	N/A	14
SAINT MARY'S COLLEGE OF CALIFORNIA			
Bachelor of Arts in Health Services Administration	N/A	N/A	N/A
SANGAMON STATE UNIVERSITY†			
Bachelor of Arts in Health Services Administration	10	13	13
UNIVERSITY OF SOUTH DAKOTA			
Bachelor of Science in Allied Health Services Administration	9	12	3
SOUTHERN ILLINOIS UNIVERSITY—CARBONDALE			
Bachelor of Science in Health Care Services	N/A	N/A	88
SOUTHWEST TEXAS STATE UNIVERSITY			
Bachelor of Science in Health Professions	N/A	N/A	36
UNIVERSITY OF TEXAS AT GALVESTON			
Bachelor of Science	6	20	3
MEDICAL COLLEGE OF VIRGINIA/ VIRGINIA COMMONWEALTH UNIVERSITY†			
Bachelor of Science in Health Care Management	6	5	17
WICHITA STATE UNIVERSITY†			
Bachelor of Science in Health Care Administration	8	11	18
BACCALAUREATE AFFILIATE MEMBERSHIP			
DES MOINES AREA COMMUNITY COLLEGE			
Associate of Arts	20	40	38

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†Full AUPHA Member.

APPENDIX B
NUMBER OF STUDENTS ENROLLED AND DEGREES GRANTED BY MASTER'S HEALTH ADMINISTRATION AND RELATED EDUCATIONAL PROGRAMS[1]

Universities and Degrees	New Entrants Calendar 1981–82		Total Master's Students 1981–82		Master's Awarded in 1980–81	
	M	F	FT	PT	M	F
CANADA						
UNIVERSITY OF ALBERTA*						
Master of Health Services Administration	5	8	25	0	8	11
UNIVERSITY OF BRITISH COLUMBIA*						
Master of Science in Health Services Planning	4	9	13	28	7	10
UNIVERSITY OF MONTREAL*						
Master of Science in Health Administration	14	13	31	14	6	10
UNIVERSITY OF OTTAWA*						
Master of Health Administration	9	28	55	21	12	22
UNIVERSITY OF TORONTO*						
Master of Health Sciences	13	17	27	0	13	14
UNITED STATES						
UNIVERSITY OF ALABAMA-BIRMINGHAM*						
Master of Science in Hospital and Health Administration	18	12	61	5	18	7
ARIZONA STATE UNIVERSITY*						
Master of Health Services Administration	9	17	57	17	8	18
UNIVERSITY OF ARKANSAS—LITTLE ROCK						
Master of Health Sciences Administration	5	9	2	34	2	2
U.S. ARMY-BAYLOR UNIVERSITY*						
Master of Hospital Administration	32	4	36	0	N/A	N/A
BOSTON UNIVERSITY*						
Master of Business Administration	17	50	55	141	19	20
UNIVERSITY OF CALIFORNIA—BERKELEY*						
Master of Public Health	2	3	8	0	9	7
UNIVERSITY OF CALIFORNIA—LOS ANGELES*						
Master of Public Health	10	6	32	0	9	7
CALIFORNIA STATE UNIVERSITY—NORTHRIDGE						
Master of Science in Health Services Administration	15	11	9	20	3	3
UNIVERSITY OF CHICAGO*						
Master of Business Administration Emphasis in Hospital Administration	7	13	47	N/A	7	3
UNIVERSITY OF CINCINNATI						
Master of Science	25	31	17	23	12	11
CITY UNIVERSITY OF NEW YORK*						
Master of Business Administration	12	13	45	1	N/A	N/A
CLARK UNIVERSITY						
Master of Health Administration	4	9	0	13	N/A	N/A
UNIVERSITY OF COLORADO*						
Master of Science	6	12	29	7	12	14
COLUMBIA UNIVERSITY*						
Master of Public Health	N/A	N/A	110	40	N/A	N/A
Master of Public Health/ Master of Business Administration	N/A	N/A	40	0	N/A	N/A

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*Full AUPHA Member (ACEHSA Accredited).

Universities and Degrees	New Entrants Calendar 1981–82		Total Master's Students 1981–82		Master's Awarded in 1980–81	
	M	F	FT	PT	M	F
CORNELL UNIVERSITY*						
Master of Professional Studies						
Master of Public Administration						
Master of Business Administration	19	12	58	0	17	10
DUKE UNIVERSITY*						
Master of Health Administration	18	23	76	1	21	15
UNIVERSITY OF FLORIDA*						
Master of Business Administration	12	8	36	0	7	11
THE GEORGE WASHINGTON UNIVERSITY*						
Master of Arts in Health Services Administration						
Master of Business Administration	70	80	225	97	72	54
GEORGIA STATE UNIVERSITY*						
Master of Health Administration	14	23	34	3	16	9
GOVERNORS STATE UNIVERSITY*						
Master of Health Sciences	19	26	33	86	14	16
HARVARD UNIVERSITY						
Master of Science in Health Policy and Management	9	23	65	3	12	18
UNIVERSITY OF HOUSTON—CLEAR LAKE CITY*						
Master of Science in Administration of Health Services	N/A	N/A	26	33	7	3
INDIANA UNIVERSITY						
Master in Health Administration	10	6	1	2	10	7
UNIVERSITY OF IOWA*						
Master of Arts in Hospital and Health Administration	19	18	60	2	17	16
LOMA LINDA UNIVERSTIY*						
Master of Health Services Administration						
Master of Public Health	25	12	61	12	2	4
LONG ISLAND UNIVERSITY—C. W. POST CENTER						
Master of Public Administration	31	102	111	547	49	47
UNIVERSITY OF LOUISVILLE						
Master of Science	35	46	15	66	2	1
UNIVERSITY OF MASSACHUSETTS—AMHERST*						
Master of Science	15	33	47	1	15	27
UNIVERSITY OF MIAMI						
Master of Business Administration Concentration in Health Administration	N/A	N/A	N/A	N/A	N/A	N/A
UNIVERSITY OF MICHIGAN*						
Program in Hospital Administration						
Master of Health Services Administration	10	10	41	5	17	8
UNIVERSITY OF MICHIGAN*						
Department of Medical Care Organization						
Master of Public Health						
Master of Health Services Administration	6	22	55	1	9	15
UNIVERSITY OF MICHIGAN*						
Department of Health Planning & Administration						
Master of Health Services Administration in Planning and Administration	4	10	33	1	2	10
UNIVERSITY OF MINNESOTA*						
Master of Hospital Administration	13	16	56	0	18	10
UNIVERSITY OF MISSOURI—COLUMBIA*						
Master of Science in Public Health	18	10	48	2	9	2

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*Full AUPHA Member (ACEHSA Accredited).

Universities and Degrees	New Entrants Calendar 1981–82		Total Master's Students 1981–82		Master's Awarded in 1980–81	
	M	F	FT	PT	M	F
NEW YORK UNIVERSITY						
Master of Public Administration	42	92	98	282	25	46
UNIVERSITY OF NORTH CAROLINA—CHAPEL HILL*						
Master of Public Health Master of Science in Public Health	16	20	82	94	22	22
NORTHWESTERN UNIVERSITY*						
Master of Management in Hospital and Health Services Administration	11	16	45	63	25	13
THE OHIO STATE UNIVERSITY*						
Master of Hospital Administration	13	12	51	4	20	7
UNIVERSITY OF OKLAHOMA						
Master of Public Health	8	9	32	25	8	8
UNIVERSITY OF PENNSYLVANIA*						
Master of Business Administration	20	13	64	0	13	14
PENNSYLVANIA STATE UNIVERSITY*						
Master of Science	3	6	21	11	4	4
UNIVERSITY OF PITTSBURGH*						
Master of Public Health	18	15	78	7	16	8
UNIVERSITY OF PUERTO RICO*						
Master of Health Services Administration	9	6	18	2	5	3
RUSH UNIVERSITY						
Master of Science	5	7	23	0	5	7
SAINT LOUIS UNIVERSITY*						
Master in Hospital Administration	11	13	48	0	18	10
SAN DIEGO STATE UNIVERSITY						
Master of Science in Health Professions	3	9	12	0	N/A	N/A
UNIVERSITY OF SOUTH CAROLINA						
Master of Public Health	6	6	31	29	N/A	N/A
UNIVERSITY OF SOUTHERN CALIFORNIA*						
Master of Public Administration	9	11	20	18	14	12
SOUTHWEST TEXAS STATE UNIVERSITY						
Master of Science in Health Professions	N/A	N/A	58	230	27	25
TEMPLE UNIVERSITY*						
Master of Business Administration	14	22	57	23	15	1[illegible]
TEXAS WOMAN'S UNIVERSITY						
Master of Science in Health Care Administration	17	24	16	125	3	5
TRINITY UNIVERSITY*						
Master of Science	30	12	78	32	9	28
TULANE UNIVERSITY*						
Master of Public Health Master of Business Administration/ Master of Public Health	16	21	82	3	16	6
UNION COLLEGE*						
Master of Business Administration	6	5	10	5	1	4
MEDICAL COLLEGE OF VIRGINIA/ VIRGINIA COMMONWEALTH UNIVERSITY*						
Master of Health Administration	20	17	61	5	22	13
WASHINGTON UNIVERSITY*						
Master of Health Administration	26	17	70	18	23	15
UNIVERSITY OF WASHINGTON—SEATTLE*						
Master of Health Administration	12	13	49	2	12	15
WEBSTER COLLEGE						
Master of Arts in Health Services Management	16	33	N/A	N/A	N/A	N/A

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*Full AUPHA Member (ACEHSA Accredited).

Universities and Degrees	New Entrants Calendar 1981–82		Total Master's Students 1981–82		Master's Awarded in 1980–81	
	M	F	FT	PT	M	F
WIDENER UNIVERSITY*						
Master in Business Administration	18	26	5	115	10	9
UNIVERSITY OF WISCONSIN—MADISON*						
Master of Arts in Business						
Master of Arts in Public Administration	9	22	35	15	9	5
XAVIER UNIVERSITY*						
Master of Hospital and Health Administration	19	21	80	16	28	12
YALE UNIVERSITY*						
Master of Public Health	7	3	20	4	6	5
HEALTH ADMINISTRATION EDUCATION RELATED PROGRAMS						
GEORGIA INSTITUTE OF TECHNOLOGY						
Master of Science in Health Systems	13	8	17	4	10	12
UNIVERSITY OF ILLINOIS—CHICAGO						
Master of Urban Policy and Planning	38	15	61	42	N/A	N/A
MEDICAL UNIVERSITY OF SOUTH CAROLINA						
Master in Health Sciences	17	28	2	103	5	10
NORTH TEXAS STATE UNIVERSITY						
Master of Science						
Master of Arts	7	9	48	63	10	17
UNIVERSITY OF WISCONSIN—MADISON						
Program in Health Services Fiscal Management						
Master of Science in Health Care Fiscal Management	11	5	39	20	9	5

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*Full AUPHA Member (ACEHSA Accredited).

APPENDIX C
FULL-TIME FACULTY AT BACCALUAREATE HEALTH SERVICES ADMINISTRATION PROGRAMS

CANADA

- CANADIAN SCHOOL OF MANAGEMENT (Program in Health Services Administration)
  - Yvonne Bogorya; Ph.D.; Associate Professor; Research Methodology.
  - George Korey; Ph.D.; Professor; Economics.
  - Christine van Duelman; M.A.; Assistant Professor; Applied Studies.
  - Erwin Waschnig; Ph.D.; Associate Professor; Long Term Care Administration.
  - Irma Zaleski; M.A.; Assistant Professor; Ethics and Sociology.

UNITED STATES

- APPALACHIAN STATE UNIVERSITY (Office of Health Care Management)
  - Don C. Dodson; Ph.D.; Professor; Health Care Marketing and Administrative Services and Training.
  - Jerome B. Hallan; Dr.P.H.; Professor and Director; Health Care Financing.
- CALIFORNIA STATE UNIVERSITY—NORTHRIDGE (Health Administration Option)
  - A. G. Herkimer; M.B.A.; Assistant Professor; Hospital Financial Management, Hospital Administration.
  - D. M. Hufhines; Dr.P.H.; Professor and Program Coordinator; Health Administration, Leadership and Group Management Organization, Development.
  - G. Krishnamurty; Dr.P.H.; Professor; Research Methods.
  - R. Madison; Ph.D.; Associate Professor; Biostatistics, Epidemiology.
  - J. T. Reagan; Ph.D.; Assistant Professor; Personnel Administration, Health Information Systems, Health Economics.
  - J. S. Seliger; Ph.D.; Associate Professor; Medical Care Organization, Health Planning, Mental Health.
- CALIFORNIA STATE COLLEGE—SAN BERNARDINO (Bachelor of Science Program in Health Administration Planning)
  - Amer El-Ahraf; Dr.P.H., D.V.M.; Professor & Chairman; Environmental Health, Health Administration.
  - Larry Cappel; Ph.D.; Associate Professor; Health Education, Health Administration.
  - Ron Dowd; Dr.P.H.; Associate Professor; Health Administration.
  - David Null; Ph.D.; Assistant Professor; Environmental Health.
  - Cynthia Paxton; Ph.D.; Assistant Professor; Health Education.
- UNIVERSITY OF CINCINNATI (Program in Community Health Planning/Administration)†
  - Robert C. Evans; Ph.D.; Assistant Professor; Health Services Management and Organization.
  - Ido de Groot; M.P.H.; Professor; Housing, Heart Disease and Cancer.
  - Carol J. Harten; Ed.D.; Associate Professor; Medical Care Organization, Alternative Educational Systems.
  - M. Penny Manes; J.D.; Assistant Professor; Medical/Legal and Ethical Issues.
  - Donald Ostasiewski; M.A.; Visiting Assistant Professor; Institutional and Strategic Planning and Finance.
  - Mary E. Stefl; Ph.D.; Assistant Professor; Program Evaluation.
  - Marvin Strauss; M.P.H.; Professor; Health Planning, Non-Traditional Education.
- CONCORDIA COLLEGE (Programs in Hospital Administration and Hospital Financial Management)†
  - Gregory Garber; M.B.A.; Assistant Professor and Director; Health, Finance, and Accounting.
  - Theodore Heimarck; J.D., M.S.; Professor and Director; Health Administration, Law.
- EASTERN MICHIGAN UNIVERSITY (Health Administration Program)
  - Donald C. Kraushaar; M.H.A.; M.B.A.; Assistant Professor; Health Services Administration.
  - Michael J. Long; Ph.D.; Associate Professor and Program Coordinator; Health Economics.
- GOLDEN GATE UNIVERSITY (B.S. Degree Program in Health Services Management)
  - Edward L. Leven; M.B.A.; Associate Director, and Assistant Professor; Finance.
  - William J. Winston; M.H.S.; Dean and Professor; Health Economics and Marketing.
- GOVERNORS STATE UNIVERSITY (Health Services Administration)
  - Clyde Gardner; M.S.; University Professor; Planning.
  - Brian Malec; Ph.D.; University Professor; Economics.
  - James Massey; M.P.A.; University Professor; Hospital Administration.

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†Full AUPHA Member.

- Irwin Miller; M.A.; University Professor; HMOs and Policy.
- Sang-O Rhee; Ph.D.; University Professor; Organization.
- Kenneth Whittemore; Ph.D.; Division Chairperson & University Professor; Medical Sociology.

HERBERT H. LEHMAN COLLEGE, CITY UNIVERSITY OF NEW YORK (Health Services Administration Program)†

- Kathe Fox; Ph.D.; Assistant Professor; Health Planning.
- Raymond Goldsteen; M.S.; Instructor; Research Methodology.
- Jane Levitt; Ph.D.; Assistant Professor; Personnel Administration.
- Ruby Neuhaus; Ph.D.; Associate Professor and Director; Organization, Management.

ITHACA COLLEGE (Administration of Health Services Program)†

- Stewart Auyash; Ph.D.; Assistant Professor & Chairman; Public Health Health Communication, Health Administration.
- Harold J. Cohen; M.S.; Associate Professor; Hospital Law, Health Care Policy, Health Services Administration.

UNIVERSITY OF KANSAS (Allied Health and Administration Planning Program)

- Grace S. Conoley; Ed.D.; Assistant Professor and Chairman; Health Care Education, Immunology.
- Ted M. Knapp; Ph.D.; Assistant Professor; Health Care Administration, Research in Physiological Education.

UNIVERSITY OF KENTUCKY (Health Administration Program)

- David E. Berry; Dr.P.H.; Chairman & Associate Professor; Health Planning, International Health.
- Daniel Clark; M.H.A.; Associate Professor; Health Administration.
- Joe Fink; J.D.; Professor; Health Law, Pharmacy.
- Joseph Hamburg; M.D.; Professor; Administration Epidemiology, Administrative Perspectives of Medical Services.
- Donald Hochstrasser; Ph.D.; Professor; Epidemiology, Behavioral Sciences.
- Joel M. Lee; Dr.P.H.; Assistant Professor; Health Management and Planning, Health Policy.
- Martin Marx; Ph.D.; Associate Professor; Behavioral Science.
- Janet Pisaneschi; Ph.D.; Associate Professor; Health and Medical Ethics.
- Thomas C. Robinson; Ph.D.; Associate Professor; Health Administration.

LASALLE COLLEGE (Health Care Administration Program)

- Nancy Adams; J.D.; Instructor; Law.
- Josy Halpern; M.A.; Instructor; Planning & Policy.
- William Sudell; M.B.A.; Instructor; Management.
- Anne Walsh; M.S.W.; Director; Administration.

UNIVERSITY OF LAVERNE (Health Care Administration Program)

- Carmel Marti Day; Ph.D.; Associate Professor; Director Health Care Management & Administration.
- Tony Soctt; M.S.H.A.; Assistant Professor; Hospital Management.
- Allan Lachman; Ph.D.; Associate Professor; Personnel, Organization Research, Public Administration.

UNIVERSITY OF LOWELL (Program in Health Service Administration)†

- Mona Hull; Ph.D.; Professor; Long Term Care.
- Linda Roemer; Ph.D.; Assistant Professor; Planning and Policy.

MEHARRY MEDICAL COLLEGE (Division of Health Care Administration and Planning)†

- Beverly G. Bass; M.P.A.; Assistant Professor; Counselor Planning.
- Donald T. Watson; J.D.; Associate Professor; Health Law/Administration.
- William M. Wilks; M.P.A.; Assistant Professor; Field Placement Management.

METROPOLITAN STATE COLLEGE (Health Care Management Program)†

- Hilda Grey; M.S.H.A.; Associate Professor; Health Administration.
- Robert Lander; M.S.H.A.; Assistant Professor; Health Administration.

UNIVERSITY OF MISSOURI—COLUMBIA (Health Services Management)

- Keith E. Boles; Ph.D.; Assistant Professor; Health Care Finance.
- Kenneth D. Bopp; M.A.; Lecturer; Health Planning & Marketing.
- Gordon D. Brown; Ph.D.; Director/Professor; Health Administration & Organization Theory.
- Elizabeth A. Dickhaus; Ph.D.; Assistant Professor; Health Economics.
- Harry Feirman; Ph.D.; Instructor; Health Planning & International Health.
- John K. Glenn; Ph.D.; Associate Professor; Operations Research & Ambulatory Care.
- Daniel M. Harris; Ph.D.; Assistant Professor; Medical Sociology.
- Lanis L. Hicks; Ph.D.; Assistant Professor; Health Economics & Health Manpower.
- James A. Irvin; Ph.D.; Associate Professor; Long Term Care & Continuing Education.

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PARK COLLEGE (Bachelor of Science in Management/Health Care)
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PENNSYLVANIA STATE UNIVERSITY (Health Planning and Administration Program)†
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Vilma R. Hunt; B.D.S.; Professor; Environmental Health.
Stanley P. Mayers, Jr.; M.D.; Professor and Program Head; Health Care Planning.
Andreas Muller; Ph.D.; Assistant Professor; Health Planning and Administration, Health Economics.
Marshall W. Raffel; Ph.D.; Professor; Health Planning.
Bruce C. Stuart; Ph.D.; Associate Professor; Medical Economics, Health Administration.
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PROVIDENCE COLLEGE (Health Services Administration Program)†
Fred Burdett; M.S.; Instructor; Planning, Health Policy.
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QUINNIPIAC COLLEGE (Health Services Administration)†
Marlin H. Dearden; Dr.P.H.; Associate Professor; Health Administration, International Health.
Travis Hedrick; Ph.D.; Assistant Professor and Chairman; Labor Relations, Health Policy.
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SAINT MARY'S COLLEGE OF CALIFORNIA (Bachelor of Arts in Health Services Administration)
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SOUTHERN ILLINOIS UNIVERSITY—CARBONDALE (Health Care Services)
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Dorothy Bleyer; Ph.D.; Associate Professor; Higher Education.
William Falkenberry; M.A.; Instructor; Educational Administration.
Ralph Laedtke; M.A.; Assistant Professor; Health Care Management.
Robert G. Layer; Ph.D.; Professor, Emeritus; Economics.
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Michael Manning; M.B.A.; Assistant Professor; Computer Science.
Larry McDougle; Ph.D.; Professor; Higher Education Administration.
Harry Miller; Ph.D.; Professor; Higher Education.
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Stewart Stein; M.S.; Assistant Professor; Post Secondary Cooperative Education.
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UNIVERSITY OF TEXAS AT GALVESTON (Program in Health Administration)

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BACCALAUREATE AFFILIATE MEMBERSHIP

DES MOINES AREA COMMUNITY COLLEGE (Health Care Administration Program)

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Edward V. Perry; M.A.; Accounting and Business Management.

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APPENDIX D
FULL-TIME FACULTY AT MASTER'S HEALTH SERVICES ADMINISTRATION AND RELATED EDUCATIONAL PROGRAMS

CANADA

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Kyung S. Bay; Ph.D.; Professor; Management Science, Information Systems.
Clarke B. Hazlett; Ph.D.; Professor and Acting Chairman; Health Care Statistics, Research Design and Methodology.
Carl A. Meilicke; Ph.D.; Professor; Health and Social Services Policy.
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UNIVERSITY OF BRITISH COLUMBIA (Graduate Program in Health Services Planning)*
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UNIVERSITY OF MONTREAL (Département d'Administration de la Santé)*
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Luciano Bozzini; Ph.D.; Associate Professor; Sociology.
A. P. Contandriopoulos; Ph.D.; Associate Professor; Health Economics & Planning.
Yolande Taylor; M.A.H.; Associate Professor; Communication & Administration.
Charles Tilquin; Ph.D.; Associate Professor; Quantitative Methods.
Gilles Desrochers; L.S.C., M.A.; Professor and Director; Economics & Finance.
UNIVERSITY OF OTTAWA (Graduate Program in Health Administration)*
Colin M. Lay; Ph.D.; Associate Professor; Management Science.
Daniel M. LeTouzé; Ph.D.; Associate Professor; Health Economics.
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Ralph W. Sutherland; M.D.; Associate Professor; Health Care Systems.
George Tsalikis; Ph.D.; Associate Professor & Program Director; Social Policy & Administration.
UNIVERSITY OF TORONTO (Master of Health Sciences—Health Administration)*
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M.G. Powell; M.D.; Associate Professor; Family Planning.
C. Schwenger; M.D.; Professor; Gerontology, Canadian Health Systems.
C. Tuohy; Ph.D.; Assistant Professor; Public Policy & Administration.
E. Vayda, M.D.; Professor; Medical Care Organization.
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UNITED STATES

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LTC Roger Olson; M.P.A.; Instructor; Organizational Management.

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Martin P. Charns; D.B.A.; Associate Professor; Behavior of Complex Organizations.

Roberta N. Clarke; D.B.A.; Assistant Professor; Health Marketing.

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UNIVERSITY OF CALIFORNIA—LOS ANGELES (Program in Health Services Management)*
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CALIFORNIA STATE UNIVERSITY—NORTHRIDGE (Health Administration Option)
A. G. Herkimer; M.B.A.; Assistant Professor; Hospital Financial Management, Hospital Administration.
D. M. Hufhines; Dr.P.H.; Professor and Coordinator; Health Administration, Leadership and Group Management.
G. Krishnamurty; Dr.P.H.; Professor; Research Methods.
R. Madison; Ph.D.; Associate Professor; Biostatistics, Epidemiology.
J. T. Reagan; Ph.D.; Assistant Professor; Personnel Administration, Health Economics.
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UNIVERSITY OF CHICAGO (Graduate Program in Hospital Administration)*
Ronald Andersen; Ph.D.; Professor and Director; Medical Care, Medical Sociology.
Odin W. Anderson; Ph.D.; Professor; Medical Care, Medical Sociology.
Selwyn W. Becker; Ph.D.; Professor; Administrative & Organization Theory.
Richard W. Foster; Ph.D.; Assistant Professor, Associate Director; Financial Management, Health Economics.
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UNIVERSITY OF CINCINNATI (Program in Community Health Planning/Administration)
Robert C. Evans; Ph.D.; Assistant Professor; Health Services Management and Organization.
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Carol J. Harten; Ed.D.; Associate Professor and Director; Medical Care Organization.
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Donald Ostasiewski; M.A.; Visiting Assistant Professor; Institutional/Strategic Planning/Finance.
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Marvin Strauss; M.P.H.; Professor; Health Planning.

CITY UNIVERSITY OF NEW YORK (Department of Health Care Administration)*
Nancy Aries; Ph.D.; Assistant Professor and Assistant Director; Health Policy.
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CLARK UNIVERSITY (Department of Management)
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UNIVERSITY OF COLORADO (Graduate Program in Health Administration)*
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Bettina Kurowski; D.P.A.; Associate Professor and Director; Strategic Planning and Policy.
Bruce Neumann; Ph.D.; Associate Professor; Accounting/Finance.
Peter Shaughnessy; Ph.D.; Associate Professor; Health Services Research/Statistics.
Robert Schlenker; Ph.D.; Assistant Professor; Health Economics/Reimbursement.

COLUMBIA UNIVERSITY (Master of Public Health in Health Administration; Joint M.P.H./M.B.A. Program in Health Administration)*
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- Lois Grau; B.S.N., Ph.D.; Assistant Professor; Long Term Care Administration.
- Lucie Kelly; Ph.D., R.N.; Professor; Nurse Administration.
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- Ralph Ullman; M.B.A.; Assistant Professor; Health Policy.
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  - Milton C. Devolites; M.A.; Professor Emeritus; Finance, Health Services Operations.
  - Leon Gintzig; Ph.D.; Associate Dean & Professor; Hospital Administration.
  - Warren Greenberg; Ph.D.; Associate Professor.
  - S. Donna Lind; Ph.D.; Associate Professor; Long Term Care Administration.
  - Cornelius P. McKelvey; M.S., M.A.; Assistant Professor; Application of Ecologic Principles to Management.
  - Philip N. Reeves; D.B.A.; Professor; Health Services Planning.
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  - David Zalkind; Ph.D.; Associate Professor.
- GEORGIA STATE UNIVERSITY (Master of Health Administration Program)*
  - Max G. Holland; Ph.D.; Professor; Management & Health Administration.
  - Roland J. Knobel; Ph.D.; Professor; Medical Care Organization & Health Planning.
  - Everett A. Johnson; Ph.D.; Professor and Director; Health Administration & Management.
- GOVERNORS STATE UNIVERSITY (Health Services Administration)*
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  - Brian Malec; Ph.D.; University Professor; Economics.
  - James Massey; M.P.A.; University Professor; Hospital Administration.
  - Irwin Miller; M.A.; University Professor; HMOs and Policy.
  - Sang-O Rhee; Ph.D.; University Professor; Organization.
  - Kenneth Whittemore; Ph.D.; Division Chairperson & University Professor; Medical Sociology.
- HARVARD UNIVERSITY (Graduate Program in Health Policy and Management)
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Harvey Fineberg; M.D., M.P.P., Ph.D.; Professor; Health Services.
David Hemenway; Ph.D.; Assistant Professor; Political Economy.
William Hsiao; M.P.A.; Associate Professor; Economics.
Nancy Kane; D.B.A.; Assistant Professor; Management.
Philip Lavin; Ph.D.; Assistant Professor; Biostatistics.
Harry Marks; Ph.D.; Instructor; History of Medicine.
Frederick Mosteller; Ph.D.; Professor and Chairman; Mathematical Statistics.
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James M Brasfield; Ph.D.; Associate Professor; Health Policy.

WIDENER UNIVERSITY (Graduate Program in Health and Medical Services Administration)*
Robert W. Broyles; Ph.D.; Associate Professor; Financial Management, Statistics, Health Policy.
Bernard Reilly; Ph.D.; Associate Professor; Organizational Behavior, Health Policy, Medical Care Organization.
Michael Rosko; Ph.D.; Associate Professor; Health Economics, Consumer Behavior.
Lawrence R. Walker; Ph.D.; Associate Professor; Medical Care Organization, Health Planning, Behavioral Medicine.

UNIVERSITY OF WISCONSIN—MADISON (Program in Health Services Administration)*
Odin Anderson; Ph.D.; Professor; Sociology.
Ralph Andreano; Ph.D.; Professor; Health Planning and Economics.
James Bjorkman; Ph.D.; Assistant Professor; Health Policy and Politics.
John Bracken; M.P.H.; Assistant Clinical Professor; Health Planning and Hospital Administration.
Betty Chewning; Ph.D.; Assistant Clinical Professor; Health Education.
Mark Covaleski; Ph.D.; Assistant Professor; Health Services.
Don Detmer; M.D.; Professor; Medical Care.
Dennis Fryback; Ph.D.; Associate Professor; Decision Theory.
David Gustafson; Ph.D.; Professor; Evaluation and Systems Design.
Jay Noren, M.D.; Associate Professor; Community Health.
Robert Peterson; Ph.D.; Assistant Clinical Professor; Medical Sociology.
Jerry Rose; M.B.A.; Lecturer; Quantitative Methods and Health Administration.
Jerry L. Sanders; Ph.D.; Professor; Industrial Engineering and Preventive Medicine.
Rockwell Schulz; Ph.D.; Professor, Director; Health Administration.
Burton Wagner; J.D.; Assistant Clinical Professor; Health Law.
Barbara Wolfe; Ph.D.; Associate Professor; Health Economics.

XAVIER UNIVERSITY (Graduate Program in Hospital and Health Administration)*
Edward J. Arlinghaus; Ph.D.; Professor; Human Resources Management.

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*Full AUPHA Member (ACEHSA Accredited).

Albert A. Bocklet; Ph.D.; Associate Professor; Health Administration Education.

Martin B. Gerowitz; Ph.D.; Associate Professor; Health Care Planning, Policy and Strategic Management.

Gloria Gorim; M.H.A.; Instructor; Gerontology.

Robert C. Shaver; Ph.D.; Assistant Professor; Comparative Health Systems.

YALE UNIVERSITY (Program in Hospital Administration)*

Kyle L. Grazier; Dr.P.H.; Assistant Professor; MIS, Financial Management.

A. Kay Keiser; Sc.D.; Associate Clinical Professor; Ambulatory Care Administration.

Stephen S. Mick; Ph.D.; Associate Professor; Research Methods, Sociology.

David A. Pearson; Ph.D.; Associate Dean for Public Health; Epidemiology, Medical Care.

John D. Thompson; M.S.; Professor; Controlling, Budgeting, & Planning.

GRADUATE AFFILIATE MEMBER PROGRAMS

GEORGIA INSTITUTE OF TECHNOLOGY (Master of Science in Health Systems)

Ann A. Bailey; B.A.; Research Associate II and Reference Librarian; Health Systems Literature, Technical Documentation.

Thomas H. Bowlin; Ph.D.; Assistant Professor; Hospital Management Engineering, Health Systems Design.

Howard E. Fagin; Ph.D.; Lecturer; Health Facility Planning, Medical Systems Planning.

Justin A. Myrick; Ph.D.; Associate Professor; Engineering Design, Emergency Medical Services.

Julian V. Pittman; B.S. Ed.; Research Scientist II and Lecturer; Emergency Medical Services, Health Services Evaluation.

Nathaniel Pugh, Jr.; Ph.D.; Associate Professor; Organizational Behavior, Community Health Systems.

Nelson F. Sayford; B.I.E.; Research Engineer I and Lecturer; Hospital Management Engineering, Systems Engineering.

Milton E. F. Schoeman; Ph.D.; Lecturer; Health Systems Analysis, Health Policy Planning.

Harold E. Smalley; Ph.D.; Director and Regents' Professor; Health Systems Engineering, Research and Evaluation Methods.

Charles Y. Thomason, III; M.S.I.E.; Lecturer; Hospital Management Engineering, Health Services Evaluation.

UNIVERSITY OF ILLINOIS—CHICAGO (Urban Planning and Policy Program, Health Planning Specialization)

RoJean Madsen Munoz; Ph.D.; Director and Assistant Professor; Health Planning

MEDICAL UNIVERSITY OF SOUTH CAROLINA (Master in Health Sciences Program)

Kenneth J. Buhmeyer; M.S.; Associate Professor; Administration, Program Evaluation.

R. Rachel Herbert; M.B.A.; Assistant Professor; Patient Information System,s, Health Care Financing.

George A Schmidt; Ph.D.; Assistant Professor; Educational Administration, Organizational Behavior.

Sharon M. Sneed; Ph.D.; Assistant Professor; Patient Information Systems, Health Care Financing.

Thomas J. Stewart; Ph.D.; Associate Professor & Program Director; Ambulatory Care Administration.

NORTH TEXAS STATE UNIVERSITY (Center for Studies in Aging)

Steven Applewhite-Lozano; Ph.D.; Assistant Professor; Ethnicity and Aging, Social Work.

Aline Arnold; Ph.D.; Assistant Professor; Health Management, Personnel.

Susan Eve; Ph.D.; Assistant Professor; Medical Sociology, Health Care Utilization, Research Methods.

Thomas Fairchild; Ph.D.; Assistant Professor; Housing, Management, Research Methods.

Bert Hayslip; Ph.D.; Assistant Professor; Developmental Psychology, Death and Dying.

Ralph Leach; Ph.D.; Assistant Professor; Public Policy, Social Service Delivery.

Cora Martin; Ph.D.; Director/Professor; Gerontology, Health Delivery Systems.

Krishnamurthy Raman; Ph.D.; Assistant Professor; Financial Management in Health Care Institutions.

UNIVERSITY OF WISCONSIN—MADISON (Program in Health Care Fiscal Management)

James B. Bower; Ph.D.; Professor; Health Care, Accounting.

Mark A. Covaleski; Ph.D.; Assistant Professor; Health Care, Accounting.

Alton C. Johnson; Ph.D.; Professor; Health Care, Management.

George B. Strother; Ph.D.; Professor; Health Care, Management.

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*Full AUPHA Member (ACEHSA Accredited).

APPENDIX E
SUMMARY OF PROFESSIONAL SOCIETY MEMBERSHIP FOR HEALTH SERVICES ADMINISTRATORS

This section contains brief profiles of the field's major professional societies offering personal memberships to health services administrators. These organizations collectively reflect the many practice areas staffed by the health services administration profession. Organizations included in this section are: American College of Hospital Administrators, American College of Nursing Home Administrators, American Health Planning Association, American Public Health Association, Association of Mental Health Administrators, Canadian College of Health Service Executives, Medical Group Management Association, and National Association of Health Services Executives. In the profile of each of these organizations detailed below, statements of the society's purpose and function as well as a description of the services it provides to its membership are presented. The address of each organization and the name of its chief executive officer are also included.

AMERICAN COLLEGE OF HOSPITAL ADMINISTRATORS

The American College of Hospital Administrators (ACHA), founded in 1933, is an international professional society headquartered in Chicago. At present, its affiliates include chief executive officers and members of their administrative staffs in hospitals and health service facilities, organizations, and agencies—principally in the United States and Canada. Of its over 17,000 affiliates, approximately 3,000 are graduate students who have been admitted to the ACHA as Student Associates.

The achievement and maintenance of administrative competence is the raison d'être of the College, whose programs and services are geared to this objective. One of the ways the ACHA seeks to achieve this is by the credentialing and certification of its membership through a formalized procedure involving mandatory administrative and educational experience linked to a College-developed series of written and oral examinations, peer review, and the preparation of an acceptable thesis or a number of case reports—on some pertinent phase of administrative practice—by which an affiliate advances in ACHA status through three grades of Nomineeship, Membership, and Fellowship.

In addition, the society grants Honorary Fellowships each year at its convocation ceremony to outstanding men and women who have contributed meritoriously to the health service field or the profession of hospital administration, but, because of their positions or affiliations (or both) are not eligible for membership.

The second most important pathway to administrative competence is through education. The College's Division of Education presents more than 150 educational seminars and conferences on a variety of management subjects tailored to meet the administrative needs of its affiliates. Two of these educational programs are unusual: one, identified as a Congress on Administration, is held over a four-day period and features more than 50 Management Seminars. The Congress is formatted to accommodate 3,600 registrants. The other exceptional program is an International Seminar, conducted abroad to study the administration of health service delivery systems in foreign countries.

The programs of the College are formulated by committees appointed to examine relevant administrative issues germane to the practicing health service executive and his managerial team. These services are implemented by a headquarters staff which includes the president, a vice president, five divisional directors—with staff—for the areas of membership, education, finance, project development and special studies, and publications, augmented by four professional service coordinators, who serve as field representatives.

The leadership of the College is entrusted to three chairmen officers (chairman-elect, chairman, and immediate past-chairman), seven governors, and the president, who constitute the society's Board of Governors. A Council of Regents, representing the membership in all states and provinces, acts as the legislative body of the College. The ACHA's annual business meeting traditionally is held concurrently with the convention of the American Hospital Association.

Among the College's primary services to its members and to the broad health care field are the following: the conduct of research and special studies related to health service administrative issues; the appointment of task forces and committees to explore "problem" areas; the liaison with local, state, regional, and national allied organizations; the conduct of a comprehensive program for personal career development involving a Kellogg Foundation-funded process for the self-assessment of administrative knowledge and skills; and the publication of special reports and studies and a professional journal, *Hospital and Health Services Administration.*

Stuart A. Wesbury, Jr., Ph.D., FACHA, is President of the College, which is located in the west building of the AHA complex at 840 North Lake Shore Drive, Chicago, Illinois 60611. The telephone number is (312) 943-0544.

AMERICAN COLLEGE OF NURSING HOME ADMINISTRATORS

The American College of Nursing Home Administrators (ACNHA) is a professional society of administrators of long-term health care programs primarily serving the aged and chronically ill. Founded in 1962, ACNHA is the only organization representing solely the professional long-term care administrator.

The College is dedicated to the professional advancement of the long-term care health administrator through education, research, informational services, professional representation, and leadership. The College's educational programs include over 100 ACNHA seminars held each year throughout the country as well as self-instruction units approved by state licensure boards as at-home learning programs. ACNHA also offers a certification program which provides administrators with recognition for professional competence and achievement in the field of long-term care. Special recognition for the professional administrator is conferred through ACNHA's national awards and Fellow advancement program.

The College's information services include: (1) a specialized collection of books and periodicals that has become a national resource center; (2) a nationwide employment service for long-term care administrators and facilities; and (3) two periodical publications—the semimonthly *Long-Term Care Administrator* newsletter and the quarterly *Journal of Long-Term Care Administration.* ACNHA produces a number of other publications as well.

Through the Foundation of ACNHA, the College carries out research and education development. A nonprofit corporation, the Foundation was established in 1971 for charitable, educational, research, and scientific purposes related to the field of long-term care and nursing home administration.

ACHNA represents the profession on the National Health Council, the Accrediting Commission of Education for Health Services Administration, and the National Commission for Health Certifying Agencies. The College sponsors an annual Convocation and has sponsored Symposia on long-term health care administration.

The ACNHA is headquartered in the Washington, D.C., metropolitan area at 4650 East-West Highway, P.O. Box 5890, Bethesda, Maryland 20814. The ACNHA's telephone number is (301) 652-8384.

AMERICAN HEALTH PLANNING ASSOCIATION

The American Health Planning Association (AHPA) is a voluntary non-profit organization dedicated to promoting planning and resource development for quality health care. Its objectives include: (1) promoting the changes needed to make the American health care system more rational, responsive, and cost efficient to consumers, providers, industry, labor, and third party payors; (2) fostering an exchange of ideas among health planners and between health planners and the public; (3) assuring that national health policy is responsive to the needs, goals, and priorities identified in local and state health plans; and (4) creating opportunities for members to help shape national health policy through involvement in the membership, committee, and board of directors structure of the Association.

The AHPA conducts a program of national advocacy for a system of state- and community-based health planning, and works toward securing adequate financial support for such a program. It maintains a liaison with Congress and national health organizations to advance understanding of this position. The Association also develops technical assistance programs and materials to keep members and other interested parties abreast of the "state-of-the-art" of health planning. It sponsors national and regional conferences on health policy, health planning, and health law. AHPA staff members keep track of health planning and related cost-containment developments at the state and local levels.

The AHPA was founded in 1971 to provide a national voice for the network of health planning agencies and thousands of individuals participating in local and state planning for the improvement of health care delivery in their own communities. At that time, the Association struggled to garner support for programs funded under the Comprehensive Health Planning Amendments of 1966 and 1967 and later assisted in the development and early implementation of the National Health Planning and Resources Development Act of 1974. The AHPA has now reached a new level of development, moving beyond the establishment of the health planning process to the maintenance of adequate support of this process. AHPA represents consumers, providers, insurers, third-party payers, individuals, business groups, and labor. The common belief they share is that health care resources are not limitless, that health planning is essential to effective resource allocation, and that difficult choices must be made if quality care is to remain widely available and financially supportable.

The AHPA publishes *Today in Health Planning,* a semi-weekly newsletter covering health planning news and trends in Washington and around the country. Its primary purpose is to share experiences and information among AHPA members from different regions working in various circumstances. It also analyzes current happenings on Capitol Hill and in the Executive agencies with an eye toward making them comprehensible to members of the health planning community. Regular news reports are supplemented by special government policy staff papers which examine the content and effect of anticipated, proposed, and completed government actions.

The AHPA sponsors an annual meeting which provides a forum for exchanging ideas, concerns, and innovations in the health care community as a whole. Numerous workshops, exhibits, and plenary sessions with leaders in the field are standard features of the annual meeting. In addition, the meeting provides an opportunity for health planning professionals to maintain contact with others in the field.

The AHPA has established itself as a reliable source of information on health-related issues for the press, Congressional committees, executive branch agencies, state legislatures, governors' offices, and the business community. It has also formed an active coalition of national organizations to foster a bipartisan compromise on health planning legislation under consideration in Congress.

The executive director of the AHPA is Shirley H. Wester. AHPA offices are at 1601 Connecticut Ave., N.W. Suite 700, Washington, D.C. 20009. The AHPA telephone number is (202) 232-6390.

AMERICAN PUBLIC HEALTH ASSOCIATION

Established in 1872, the American Public Health Association (APHA) is devoted to the universal protection and promotion of public health and the equality of health services for all persons. The APHA achieves this goal by: (1) setting standards for alleviating health problems, (2) initiating projects designed for improving health both nationally and internationally, (3) researching health problems and offering solutions based on that research, (4) launching public awareness campaigns about specific health dangers, (5) publishing numerous materials reflecting the latest findings and developments in public health, and (6) publicizing a year-round schedule of action implementation programs. Throughout its history, APHA has fostered significant advancement in personal health services, improving the environment, training and credentialing of health manpower, and the prevention of disease.

The membership represents all of the disciplines and specialties in public health. Twenty-four special Sections represent the various discipline and special interest areas within APHA. Members participate in individual Section meetings, as well as the five-day APHA annual meeting. This latter event, which brings together national and international public health workers, provides a stimulating forum for hundreds of symposia, panels, workshops, and lectures at which the most recent findings in both technical and socio-environmental information are presented.

Each month APHA publishes a journal, a newspaper, and a newsletter. The *American Journal of Public Health* contains editorials and commentaries on current topics, articles on critical health issues, public health briefs, and other features. The monthly newspaper *The Nation's Health* carries reports on current legislation as well as advocacy and policy issues. Both periodicals list job openings. In addition, the *Washington News Letter* contains the latest summary of all health-related legislative activities in the nation's capital and federal agencies. A number of scientific books, monographs, and reports covering a variety of health-related subjects are published annually by the Association.

APHA represents its members' interests at federal, state, and local levels of government as well as to industry and the general public. Its input helps shape national and international health policies, contributing professional expertise to the solution of contemporary world health problems. Some of the Association's members are engaged in writing criteria for the control of communicable diseases; health planning and programming; examination of air, water, dairy products, and other foods; and many other scientific processes which are essential to good health.

Stanley J. Matek, M.S., is the president of APHA during 1982. Anthony Robbins, M.D., M.P. assumes the presidency for 1983. APHA headquarters are located in Washington, D.C. at 1015 Fifteenth St. N.W. 20005. William H. McBeath, M.D., M.P.H., is executive director. The telephone number is (202) 789-5600.

THE ASSOCIATION OF MENTAL HEALTH ADMINISTRATORS

The Association of Mental Health Administrators (AMHA) was formed in 1959 during the annual meeting of the American Psychiatric Association's Hospital and Community Psychiatry Institute. AMHA adopted its current name in the mid-1960s, to reflect rapid changes in the national mental health scene and the inception of the Community Mental Health Centers System. Present AMHA membership represents a broad cross-section of the professional managers in mental disabilities administration and includes chief executives, state commissioners, and fiscal-program and support managers. Every treatment setting is represented. The Association constantly seeks to improve the administrative function in all mental disabilities services through continuing education programs for its members and by maximizing formal and informal opportunities for communication and collaboration.

The AMHA annual meeting is a three-day conference, usually held in the fall. In addition to plenary keynote topical sessions, AMHA's annual meeting presents concise informational programs in small group sessions, providing approximately 35 to 70 hours of AMA/APA certified CME credit. The AMHA monthly newsletter presents the latest information about the Association and its members and briefly chronicles the Washington agency and legislative news which is relevant to mental disabilities administration. The newsletters' "JOBank" section advertises employment positions as well as members seeking employment. The "JOBank" employment listing is operated jointly with the National Council of Community Mental Health Centers. Each year, usually in the spring, to promote further excellence in administration and management techniques, AMHA sponsors two-day regional educational conferences for members and affiliates in its seven regions.

All of the Association's public policy emanates from its Public Affairs Committee and the AMHA Board of Governors. The AMHA Public Affairs program is concerned with

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state and congressional legislation affecting governmental health and social security programs, and with agency activities and public policy development. Designated AMHA representatives serve as liaison members in policy development and review with the National Mental Health Advisory Council of NIMH, the Liaison Group for Mental Health, as well as with educational and policy development committees of the American College of Hospital Administrators and the Association of University Programs in Health Administration.

Other activities of AMHA that contribute to its important functional role in mental disabilities administration include membership on the Professional and Technical Advisory Committee of the Joint Commission on the Accreditation of Hospitals. The AMHA Education Committee, with support and cooperation from the American College of Hospital Administrators, the Association of University Programs in Health Administration, the American College of Nursing Home Administrators, and the National Council of Community Mental Health Centers, is actively engaged in developing credentialing/certification for administrators of services for the mentally disabled. Biennally, the AMHA compiles wage and salary data for various types of administrative positions, which are then published in the form of a salary survey.

AMHA's Central Office is located at 425 Thirteenth Street, N.W., Suite 1230, Washington, D.C. 20004. Robert L. Porter is the executive director. The Administrative Coordinator is R. James Falconer, Jr. and the telephone number is (202) 638-6662.

CANADIAN COLLEGE OF HEALTH SERVICE EXECUTIVES (COLLÈGE CANADIEN DES DIRECTEURS DE SERVICE DE SANTÉ)

Founded in 1970, the Canadian College of Health Service Executives is a national professional association of senior health service managers. Membership is on a personal basis and includes managers of hospitals, nursing homes, and extended care facilities; governmental departments of health; public health programs; health planning agencies; health-related associations; the armed forces health services; and community clinics. It also includes consultants and educators in health services administration. There are now approximately 2,000 members of the College employed in all Canadian provinces and territories. Membership is limited to the senior executives in health organizations who participate regularly in the formulation and implementation of organization-wide policy.

The College seeks to improve the effectiveness of health services management in Canada. The College's major objectives are to develop professional standards and to facilitate and provide continuing education programs. For example, funded by a Kellogg Foundation grant, the College has collaborated with universities to develop baccalaureate degree programs for practitioners in health services administration. In addition, the College sponsors workshops and seminars throughout the year for members and non-members.

College task forces have developed a Code of Ethics, examined the concept of licensure, proposed a program of executive self-assessment, and conceived a Fellowship designation to recognize excellence.

The College publishes a monthly newsletter, "Contact."

John M. Phin is the executive director. The national office is located at 410 Laurier Avenue West, Suite 805, Ottawa, Ontario, K1R 7T3, telephone (613) 235-7218.The British Columbia office is at 440 Cambie St., Vancouver, British Columbia, V6B 2N5, the Quebec office at 110, rue de la Barre, Suite 216, Longuievil, Quebec, J4K 1A3 and the Nova Scotia office at 2615 Northwood Terrace, Halifax, Nova Scotia, B3K 3S5.

MEDICAL GROUP MANAGEMENT ASSOCIATION

A non-profit corporation founded in 1926, the Medical Group Management Association (MGMA) is the oldest and largest organization in the field of medical group practice. MGMA's 2,800 medical group and 4,000 individual members represent over 70,000 group practice physicians internationally. MGMA's mission is to advance medical group practice management in order to improve health care delivery through group practice for the benefit of the public.

To provide the information, knowledge, methods, and ideas required by the field of group practice administration, a variety of continuing education programs are sponsored by the Association and its affiliated organization, the Center for Research in Ambulatory Health Care Administration (the Center). In addition, the MGMA Annual Conference is held each fall and five regional conferences occur each spring. These conferences offer diverse programs and provide a vital communications network for Association members.

The MGMA publishes three periodicals. The journal, *Medical Group Management,* appears bi-monthly and contains articles on all aspects of group practice administration. "Management Update," MGMA's monthly newsletter, presents current information of interest to group practice and MGMA. Another major publication, the *International Directory,* is produced annually based on the Association's computerized membership data base. In addition to a number of other publications produced by the Association and the Center (including texts, survey and special interest reports), the MGMA Information Reference Service provides a unique source of specialized information which is continuously expanded through various retrieval and disseminating techniques. Association research and development activities are accomplished through both ongoing Association committee/staff work and the Center, founded in 1973. Although a number of ongoing projects are self-supporting through MGMA, the Center continues to establish new programs with assistance from outside funding sources such as the Robert Wood Johnson Foundation, the W.K. Kellogg Foundation, the Henry J. Kaiser Foundation, and the U.S. Department of HHS.

Special MGMA services include management consulting and placement. To aid medical groups in problem-solving, the Association offers a Management Consulting Service involving staff and respected group practice administrators and physicians throughout the country. The Service provides a comprehensive evaluation of a medical group's operation or addresses particular problems confronted by new or existing groups. The Placement Service assists individuals seeking group practice management positions and medical groups recruiting administrative personnel. In addition, the Association serves and represents its membership through liaison with other organizations and public agencies. Liaison activity may involve an exchange of information on an *ad hoc* or formal basis. Some of this activity is assisted by a representative in Washington, D.C.

The Association's several committees address a variety of functional issues pertinent to the medical group management field. A Counsel of Presidents represents the interests of and advises the MGMA board of directors on matters affecting state and province organizations. In addition, two types of special interest groups are represented within the organization: *assemblies,* which are groups of members associated with particular types of group practices and deal with issues of special concern to their group practices; and *societies,* which respond to the needs of the members with specific management roles in group practice. There is, for example, the Human Resources Society, the Occupational Medicine Assembly, the Prepaid Healthcare Assembly, and the Academic Practice Assembly.

MGMA members may elect to affiliate with the American College of Medical Group Administrators, founded in 1956. By advancing from Nominee to Member and then to Fellow status through the specified means of accumulating continuing education credit hours; successfully passing a comprehensive oral, essay, and objective examination; preparing a professional paper or a series of case reports; and meeting the College's continuing education requirement; group practice administrators add breadth to their professional capacities and acquire formal, voluntary certification of their achievements.

MGMA's Executive Director is Richard V. Grant, P.D. MGMA headquarters are located at 4101 East Louisiana Avenue, Denver, Colorado 80222. The telephone number of MGMA is (303) 753-1111.

NATIONAL ASSOCIATION OF HEALTH SERVICES EXECUTIVES

The National Association of Health Services Executives (NAHSE) was founded in 1968 in response to a challenge by the late Whitney Young, executive director, National Urban League, to Black and other minority health services administrators to become more involved in the promotion of quality health services to the poor and disadvantaged citizens of America. Since its founding, NAHSE has been involved in health careers programs, health administration education, health legislation and regulations, and a variety of community service projects. The organization is responsible for the creation of the Summer-Work Study Program (1970) which is now a joint program of NAHSE and the Association of University Programs in Health Administration (AUPHA).

There are currently ten chapters throughout the country representing approximately 300 regular members, 100 student members, and 25 institutional members. Membership is open to all persons interested in the improvement of the quality of health services to minority and disadvantaged populations.

NAHSE has two national membership meetings annually. The mid-year meeting is held in February of each year in Chicago in conjunction with the Annual Meeting of the American College of Hospital Administrators. The annual organizational meeting is held each year at the time and place of the annual meeting of the American Hospital Association. Chapters meet on a monthly basis.

The "NAHSE Newsletter" is the organization's quarterly publication which serves to keep its membership informed of local chapter and national office affairs. The *NAHSE Journal* is the official research and scholarship publication and is published annually.

Effective in February of 1983, James H. Hazel, M.B.A., Executive Director of the Fred A. White Center for Ambulatory Care, will be the NAHSE national chairman. The national office of NAHSE is located at 840 North Lake Shore Drive, Chicago, Illinois 60611.

APPENDIX F
HEALTH ADMINISTRATION PROGRAMS AND CENTERS FOR ADVANCED STUDY LOCATED OUTSIDE OF NORTH AMERICA

LATIN AMERICAN PROGRAMS IN HEALTH ADMINISTRATION

ARGENTINA

Dr. M. Vasquez Vigo, Director; Curso de Organizacion y Administracion Hospitalaria; Universidad de Buenos Aires; Escuela de Salud Publica; Calle Marcelo T. de Alvear 2202; Buenos Aires, Argentina (AUPHA Affiliate)

Maria Teresa Cano, M.D., Director; Curso de Salud Publica para Funcionarios Administrativos; Universidad de Buenos Aires; Escuela de Salud Publica; Calle Marcelo T. de Alvear 2202; Buenos Aires, Argentina

BRASIL

Paulo Reis Viera, Ph.D., Director; Programa de Estudos Avancados em Administracao Public papa o Setor Saude; Fundacao Getulio Vargas; Escola Brasileira de Administracao Publica-EBAP, Caixa Postal 9.052-2C-OZ; Rio de Janeiro, Brasil (AUPHA Affiliate)

Gennyson Amado, M.D., Director; Curso de Especializacao em Administracao Hospitalar; Pontificia Universidade Catolica do Rio de Janeiro; Escola Medica de Postgraduatcao; Rua Sa Pereira 223; Caixa Postal 701; Rio de Janeiro, Brasil (AUPHA Affiliate)

Lourdes de Freitas Carvalho, M.D., Coordenador; Universidade de Sao Paulo; Faculdade de Saude Publica; Curso de Administracao Hospitalar papa Graduados; Caixa Postal 8099; 01255 Sao Paulo, Brasil (AUPHA Affiliate)

Professor Carlos Jose Malferrari, M.A., Ph.D., Director; PROAHSA; Programa de Estudos Avancados em Administracao Hospitalar e de Sistemas de Saude; Escola de Administracao de Empresas de Sao Paulo de Fundacao Getulio Vargas; EAE SP/FGV; Avenida 9 de julho, 2029; Sao Paulo, SP, Brasil—CEP 01313 (AUPHA Affiliate)

Niversindo A. Cherubin, Director; Curso de Administracao Hospitalar; Instituto Brasileiro de Desenvolvimento e de Pesquisas Hospitalares; Avenida Pompeia 1214; Caixa Postal 21.173; 05022 Sao Paulo, SP, Brasil (AUPHA Affiliate)

CHILE

Marcos Donoso, M.D., Director; Curso de Administracion Hospitalaria para Ejecutivos Superiores de Hospitales; Dept. de Salud Publica y Medicina Social; Universidad de Chile, Sede Santiago Norte; Avda. Independencia No. 939; Casilla 6537, Correo 4; Santiago, Chile (AUPHA Affiliate)

Fernando Campos, Director; Programa Latinoamericano de Capacitacion en Administracion de Salud; Universidad de Chile; Facultad de Ciencias Economicas y Administrativas; Calle Compania 1270; Apartado 9727; Santiago, Chile

COLOMBIA

Efrain Pena Pineda, M.H.A., Director; Curso de Asistentes y Tecnicos en Administracion Hospitalaria; Centro de Educacion en Administracion de Salud (CEADS); Carrera 10, Calle la.; Apartado 28498; Bogota, Colombia (AUPHA Affiliate)

Edgardo Condeza Vaccaro, M.D., Director; Curso de Administracion para Medicos Directores de Unidades Regionales de Salud; Centro de Educacion en Administracion de Salud (CEADS); Carrera 10, Calle la.; Apartado 28498; Bogota, Colombia

Virgilio Vargas, M.D., Director; Programa de Administracion de Atencion Medica y Hospitalaria; Universidad de Antioquia; Escuela Nacional de Salud Publica; Calle 62 #52-19; Apartado 51922, Medellin, Colombia

Miguel Angel Suarez, Director; Programa de Asistencia Administrativa de Servicios de Salud; Universidad de Antioquia; Escuela Nacional de Salud Publica; Calle 62#52-19; Apartado 51922; Medellin, Colombia (AUPHA Affiliate)

Humberto Lores, M.D., Director; Programa de Postgrado en Salud Publica; Universidad del Valle; Departamento de Medicina Social Prosada; Apartado 2188; Cali, Colombia (AUPHA Affiliate)

COSTA RICA

Roberto Loria Villarreal, M.D., Director; Curso de Administracion de Hospitales; Asociacion Costarricense de Hospitales; Frente al Ministerio de Salud; Apartado 745; San Jose, Costa Rica

ECUADOR

Anibal Sosa, Coordinator, Curso de Especializacion en Investigacion y Administracion en Salud Publica (CEIAS), Departamento de Salud Publica, Universidad Central de Ecuador, Casilla de Correos 6120. Quito, Ecuador (AUPHA Affiliate)

JAMAICA

Kenneth Livingston Standard, M.D., Director; Program in Health Services Administration; Department of Social and Preventive Medicine; University of West Indies; P.O. Box 34; Mona, Kingston 7, Jamaica, West Indies (AUPHA Affiliate)

MEXICO

Roberto Castanon Romo, M.D. Director Ejecutivo; Curso Intensivo de Administracion de la Asistencia Medica y de Hospitales; Asociacion Mexicana de Hospitales; Queretaro 210; Apartado 5278; Mexico 7, D. F. Mexico (AUPHA Affiliate)

Dr. Armando Cordera, Director; Centro Interamericano de Estudios de Seguridad Social (C.I.E.S.S.); Unidad Independencia, San Jeronimo Lidice; Curso sobre Organizacion y Direccion de los Servicios Medicos; Apartado 20542; Mexico 20, D.F., Mexico (AUPHA Affiliate)

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EUROPEAN PROGRAMS IN HEALTH ADMINISTRATION[1]

AUSTRIA

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ENGLAND—See United Kingdom

FRANCE

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[1] Detailed information about health management educational and research programs and institutes holding membership in the European Association of Programmes in Health Services Studies (EAPHSS) is available from EAPHSS, 1 Carlton Villas, Shelbourne Road, Dublin 4, Ireland. *Health Services Administration Education & Research* is a 127 page resource document containing information on educational programs, faculty and research activities of EAPHSS members.

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†Students interested in this approach to education in health services administration are also directed to explore part-time educational options detailed in the baccalaureate and master's program descriptions listed in Sections III and IV, and to cross reference the descriptive institutional information presented therein.

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